

RECORD COPY

SEVENTEENTH ANNUAL REPORT

1970-71

*Presented to the Annual Meeting of the
General Body on the 22nd October, 1971*



THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-1

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17TH ANNUAL REPORT 1970-71

The present Report on the activities of the Institute covers a period from the 1st April, 1970 to the 31st March, 1971. It also contains the audited statement of accounts and the annual balance sheet of the Institute for the period under report.

I. ORGANISATIONAL MATTERS

At the Sixteenth Annual Meeting of the General Body of the Institute held on October 25, 1970, it was unanimously resolved that the Institute request the Prime Minister of India, Smt. Indira Gandhi, to be its President. The Prime Minister was accordingly requested to accept the Presidentship of the Institute. The President of India had already been requested to extend his patronage to the Institute.

In accordance with Rule 14(5) of the Memorandum of Association and Rules of the Institute, biennial elections were held in August-September, 1970, to fill eight vacancies in the Executive Council, and the following were elected:

1. Shri T. N. Chaturvedi,
2. Dr. Ram K. Vepa,
3. Shri G. Jagathpathi,
4. Shri V. Subramanian,
5. Shri P. R. Dubhashi,
6. Dr. B. D. Sharma,
7. Shri M. V. S. Prasada Rau, and
8. Shri C. A. Ramakrishnan.

The Executive Council at its meeting held on the 22nd August, 1970, accepted, with regret, resignations of Shri A. N. Jha,

from the Vice-Presidentsip of the Institute and that of Shri B. Sivaraman from the membership of the Executive Council. The Council placed on record its appreciation of the valuable services of Shri Jha and Shri Sivaraman rendered to the Institute.

The Executive Council, at its Ninetieth meeting held on October 25, 1970, the first meeting after the Annual General Body Meeting, re-coopted Shri Asoka Mehta and Shri B. Venkatappiah, as its members for a further period of one year. The Council coopted Dr. S. M. Hasan, Shri B. C. Mathur and Shri P. L. Tandon, as members, for a period of one year.

The Council unanimously re-elected Shri Asoka Mehta as its Chairman for a period of one year.

The Executive Council re-elected Dr. C. D. Deshmukh and Shri C. Subramaniam and elected Shri Ram Nivas Mirdha, Smt. Sushila Rohatgi, Dr. K. L. Shrimali and Dr. Karan Singh, as Vice Presidents of the Institute, for a term of two years (1970-72). Dr. Karan Singh, however, expressed his inability to accept the Vice-Presidentsip because of his pre-occupations.

Shri D. L. Mazumdar was unanimously re-elected Honorary Treasurer of the Institute for a term of two years (1970-72).

The Executive Council constituted the Standing Committee with the following members:

1. Shri Asoka Mehta (*Chairman*),
2. Shri M. K. Chaturvedi,
3. Prof. Shanti Kothari,
4. Prof. M. V. Mathur,
5. Shri D. L. Mazumdar,
6. Shri H. M. Patel,
7. Shri C. A. Ramakrishnan,
8. Shri V. Subramanian,
9. Shri M. V. S. Prasada Rau,
10. Dr. Ram K. Vepa, and
11. Dr. J. N. Khosla (*Director-cum-Ex-Officio Secretary*).

The Executive Council held 7 meetings during the year and the Standing Committee met twice during this period.

The detailed composition of the Executive Council and its Committees is given in Appendix I.

CONDOLENCES

The Institute mourns deaths of Shri J. J. Anjaria, Dr. Howard K. Hyde, Shri V. N. Sardesai and Shri M. S. Gajapathi, members of the Institute. These members took active interest in the activities of the Institute.

STREAMLINING THE INTERNAL ADMINISTRATION OF THE INSTITUTE

A mention was made in the Annual Report for the year 1969-70 about the setting up of a Working Group by the Executive Council of the Institute for making suggestions for streamlining the internal administration of the Institute. It was also mentioned that the Group had submitted an Interim Report which primarily dealt with the welfare of the Institute's employees.

Some of the recommendations made in the Interim Report of the Working Group were considered by the Executive Council of the Institute. The major recommendations related to: (a) Payment of over-time to the staff at Government rates; (b) Extension of medical facilities to the staff on consolidated pay; (c) Integration of Printing and Sales and Publication Unit as 'Publication and Sales' Unit; (d) Upgrading the post of the Personal Assistant to the Director; (e) Change of the designation of the post of the Administrative Officer to that of Registrar. The Council expressed its appreciation of the work done by the Group and accepted most of its recommendations. Some of the recommendations on which decisions could not be taken were referred to a Sub-committee consisting of Shri D. L. Mazumdar and Shri Gopeshwar Nath, for further examination.

The Working Group had urged that the IIPA pursue more vigorously its efforts to secure the C.G.H.S. facilities for the Institute's employees. As a result of the personal interest taken by Shri Chandrasekhar, M.P., then Member of the Executive Council, the IIPA employees have since been included by the Ministry of Health in the C.G.H. Scheme. The Institute takes the opportunity to place on record its appreciation of the efforts

made by Shri Chandrasekhar in getting the Institute staff included in the Central Government Health Scheme.

The Working Group was strengthened by appointing Shri Gopeshwar Nath as the third member. The two other members of the Group were: Prof. M. V. Mathur and Shri M. K. Chaturvedi with Shri R. G. Mulgund, Registrar, as its Secretary. The final report of the Working Group is awaited.

APPOINTMENT OF THE NEW DIRECTOR OF THE IIPA

In the Annual Report for the year 1969-70, a mention was made of a Selection Committee constituted to recommend a new Director in place of Dr. J. N. Khosla, whose term expired in January, 1970, but who was requested to continue until the appointment of his successor.

The Executive Council at its meeting held on 22nd August, 1970, on the recommendation of the Selection Committee, approved the name of Prof. Narayan Prasad for appointment as Director of the Institute. Prof. Narayan Prasad because of personal reasons could not join the Institute. Thereafter the Executive Council, at its meeting held on the 20th December, 1970, approved of the appointment of Shri S. Chakravarty, as the Director of the Institute. The Council further decided that in case Shri Chakravarty was unable to take charge from 1st January, 1971, and Dr. Khosla did not agree to continue beyond 1st of January, 1971, Prof. G. Mukharji, Director, CMA, be requested to take over from Dr. J. N. Khosla as an interim arrangement.

As Dr. Khosla expressed his inability to continue beyond January, 1971 and as Shri S. Chakravarty, who was subsequently appointed Governor of Himachal Pradesh also could not join the Institute, Prof. G. Mukharji took charge as Director of the Institute on the 1st January, 1971 as an interim arrangement.

The Institute places on record its appreciation of the most valuable services rendered by Dr. Khosla to the Institute during his stewardship of nearly seven years.

MEMBERSHIP

During the year 1970-71, 289 persons were admitted to the membership of the Institute (246 as Ordinary members, 4 as Corporate members, 7 as Life Members, and 32 as Associate members). Eighteen Ordinary members compounded their subscription for Life Membership and 6 Ordinary members resigned their membership. Nine Ordinary members were re-admitted. The Institute lost 4 members (2 Ordinary members and 2 Life members) on account of deaths.

The total membership of the Institute as on March 31, 1971, was as follows:

Ordinary members	...	1970
Corporate members	...	180
Life members	...	268
		<u>2,418</u>

(These figures do not include paid Associate members, whose number stood at 53 at the end of March, 1971).

The number of Ordinary members whose subscription was in arrears on April 1, 1971 was 1277. Of these 534 had not paid their subscription for 2 years.

SIXTEENTH ANNUAL MEETING OF THE GENERAL BODY

The Sixteenth Annual Meeting of the General Body of the Institute was held on Sunday, October 25, 1970. Shri Y. B. Chavan, President of the Institute, was unable to attend the meeting. Shri Asoka Mehta, Chairman, Executive Council of the IIPA, presided over the meeting.

II. ACTIVITIES

In all 11 Specialised Units were functioning in the Institute during the year under report. Description of areas in which these units worked and the names of the members of the Faculty who headed them are given below:

<i>Area of Specialisation</i>	<i>Head of the Unit</i>
1. Administrative Theory & Behaviour	Prof. B. S. Narula
2. Case Studies	
3. Citizen Administration	Prof. V. Jagannadham
4. Consultancy	Prof. R. C. Goyal
5. Development Administration	Prof. N. Srinivasan (till 31.12.1970)
6. Financial Management	Prof. M. J. K. Thavaraj
7. Industrial Administration	Dr. S. K. Goyal
8. Municipal Administration	Prof. G. Mukharji
9. Organization and Methods	Dr. S. R. Maheshwari
10. Planning	Prof. H. K. Pranjape (till 6.8.1970)
11. Science & Government	Dr. J. N. Khosla (till 31.12.1970)

Shri K. N. Butani continued to be the Honorary Director of the Case Study Unit till December 1970. Thereafter Dr. Ram K. Vepa took over as the Honorary Director.

The Staffing pattern of these units is given in Appendix VI.

RESEARCH

The Research Council met twice during the year.

The Executive Council at their meeting held on the 20th December, 1970 decided to change the name of Research Council

of the Institute to that of Research and Training Committee. The Committee has the same terms of reference for its work as they were for the Research Council.

The composition of the Committee as on the 31st July, 1971 is given in Appendix II.

The following research projects and studies were either taken up or continued during the year 1970-71.

Administrative Theory and Behaviour (including Personnel Administration)

The Institute accepted responsibility for doing Pay Research studies for the Third Pay Commission. The following studies were completed during the period under review:

1. Monograph on Civil Service and Salary System in Japan.
2. Monograph on Civil Service and Salary System in France.
3. Monograph on Civil Service and Salary System in the U.K.
4. Monograph on Civil Service and Salary System in the U.S.A.

Monographs on Civil Service and Salary Structures in Malaysia, Philippines, Canada, Australia, Nigeria, West Germany, Kenya and Thailand were under preparation.

In addition to these the following studies were in progress in this Unit:

1. Role and Working of the Administrative Reforms Commission (Data collected has been analysed), and
2. Development Administration: a Conceptual Framework.

Case Studies Programme

Not much progress could be made in this area. Permission has been requested from various authorities for publication of the case studies that have been processed so far. As such the cases are in cyclostyled form and are being put only to restricted use.

Dr. Ram K. Vepa has taken over from Shri K. N. Butani as the Honorary Director of this Unit and the work is being

reorganised. Some of the problems faced in this programme were discussed with Prof. Edwin A. Bock during his brief stay in India.

The composition of the committee on case studies is given in Appendix III.

Citizen Administration Unit

The following reports were revised and processed for publication:

1. Citizen and Municipal Bureaucracy; and
2. Property Tax Administration.

The following two studies were in progress:

1. Issues in administrative behaviour; and
2. Social Policy since Independence.

Consultancy

In March-April 1970 with the joining of Prof. R. C. Goyal, the Unit was able to take up the planning of its work vigorously. While these efforts received support from the Ford Foundation Consultant, Mr. Edmund D. Dwyer, there was set back with the resignation of Col. Soni, the other Consultant in the Unit.

A study of Organisational structure, staffing patterns, types of expertise required, etc., of consultancy organisations in various Indian institutions was undertaken. A report was drawn up and presented to the Director in May 1970. Then with a view to filling some of the posts, advertisements were issued and selections were made. It took quite some time for the selected management analysts to join.

The main problem faced is the scarcity of qualified and experienced specialised staff for various functional areas of management. It is also difficult to recruit and retain them specially when people get the impression that it is an experimental scheme.

Assignments

The Unit so far has undertaken two assignments—one from the National Industrial Development Corporation, New Delhi

and the other from M/s. Coca-Cola Export Corporation. As a first part of the first assignment, PERT/CPM charts were prepared. For M/s. Coca-Cola Export Corporation, New Delhi, Advertising and Market Research Survey has been taken up and it is in progress.

In November 1970, supported by staff in position, vigorous prospecting of consultancy assignment was undertaken. At the end of the year a number of consultancy assignments were at various stages of negotiation. Preliminary surveys were submitted in some cases and in some others, discussions were in progress.

It was decided to follow an integrated approach in developing the Consultancy Unit's work. Training and research programmes, it was felt, should be taken up along with the consultancy assignments.

The composition of the Consultancy Sub-Committee is given in Appendix IV.

Development Administration Unit

During the year the following two projects were completed:

1. The Indian Political System, and
2. A bibliographical Survey of Indian State Politics (for the Indian Council of Social Science Research).

Financial Management Unit

Studies completed:

1. Monograph on Financial Control and Delegations,
2. Report on the Application of Performance Budgeting in the C.P.W.D.,
3. State Financial Corporations—An analytical study,
4. Working Capital Management:
 - (a) Modern Bakeries (I) Ltd.,
 - (b) Fertilizer Corporation of India (Nangal—Trombay),and
5. Updating the Bibliographic Survey of Budgeting and Financial Control in India.

Studies in progress:

1. System of Accounts and Audit in Goa Administration—a case study,
2. Study of the Directorates of Animal Husbandry, Haryana and Punjab,
3. Financial Planning & Evaluation of Hindustan Steel Limited,
4. Financial Management in Selected Public Undertakings,
5. Working Capital Management in 22 selected public enterprises—monograph, and
6. Study of the Parliamentary Committee on Public Undertakings and its effectiveness.

Industrial Administration Unit

A paper on "Joint Industrial Sector" was prepared for a Seminar organised by the University of Bombay.

Acted as Consultant to the U.P. Government's Committee on Sugar Industries in Uttar Pradesh and presented three papers to that Committee.

The following studies are in progress:

1. A Bibliographical Survey on Industrial Regulation (This study was taken up at the request of the Indian Council of Social Science Research), and
2. A Study of the Concentration of Economic Power in India.

A Research Programme Committee Project

The Research Programmes Committee of the Planning Commission, in November, 1970, sanctioned a grant-in-aid of Rs. 27,050 to the Institute for a research project: "To study Prospective Areas of Expansion for the Public Sector". The Director of the Institute is the Project Director. Dr. R. S. Arora is Joint Project Director. Dr. Arora started work on November 30, 1970. The project is in progress.

Municipal Administration

The following study was completed:

1. State Municipal Relations in India.

The following studies are in progress:

1. Policing of Medium-sized Cities.
2. Comparative Study of the Structure and Administrative and Taxation Powers of the Municipal Corporation in India.
3. Drafting of an assessment code for valuation of properties for Municipal Taxation.
4. Municipal Taxes and Other Levies.
5. Study of Octroi.
6. Planning Law and Urban Development Agencies.
7. City Project Plan Reports for Integrated Services for Children and Youth (0-19 years) for the cities of Baroda and Lucknow.

Planning Unit

Studies completed and published:

1. A Review of the Implementation of the Recommendations of the Administrative Reforms Commission on Machinery for Planning; and
2. Centre-State Relations in Planning.

Study in progress:

1. Planning Commission—Its Evolution, Organisation and Functioning.

RESEARCH FELLOWSHIPS

The following persons continued their work under the research fellowship programme:

<i>Name of the Research Fellow</i>	<i>Guide</i>	<i>Subject</i>
1. Shri V. S. Sisodia	Dr. J. N. Khosla	Personnel Administration in the Oil Sector.
2. Smt. Usha Banerjee	Dr. V. Jagannadham	Social Administration in Urban Setting with special reference to Health and Family Planning in Delhi-Municipal Corporation.
3. Shri D. N. Gadhok (Thesis submitted in November 1970)	Dr. J. N. Khosla	Parliamentary Control over Government Expenditures.

Research fellowship awarded to Shri S. S. Kshirsagar expired during the year under report. Shri Kshirsagar has finalised his thesis on "Managerial Personnel in Public Sector Undertakings—Their Attitudes, and Motivation" under the guidance of Dr. J. N. Khosla. Shri Kshirsagar would soon submit his thesis for a Ph.D. degree to the University of Delhi.

Particulars of persons who received doctorates for their work and who were guided by members of the Institute's Faculty are given below:

<i>Name of the Research Fellow</i>	<i>Guide</i>	<i>Subject</i>
1. Shri H. N. Aggarwal (awarded D. Litt. degree)	Dr. J. N. Khosla	Administrative System of Nepal 1901-1960.
2. Shri P. D. Gogoi	Dr. A. P. Barnabas	NEFA—Local Party.

EXECUTIVE DEVELOPMENT PROGRAMME

The Institute organised the following courses as part of its Executive Development Programme.

A. Development Administration Unit

1. Fifth Course in Development Administration (July 20—August 1, 1970).
2. Sixth Course in Development Administration (September 21—October 3, 1970).
3. Seventh Course in Development Administration (November 23—December 5, 1970).

B. Citizen Administration Unit

4. First Course in Social Policy and Administration (November 9—21, 1970).
5. Second Course in Social Policy and Administration (March 17—27, 1971).

C. Centre for Municipal Administration

6. Ninth Course in Municipal Administration (July 4—August 14, 1970).
7. Specialised Course in Municipal Budgeting (September 7—19, 1970).

8. Work Study Course in Municipal Administration (November 2—28, 1970).
9. Tenth Course in Municipal Administration (January 11—February 20, 1971).

D. Financial Management Unit

10. Seventh Course on Performance Budgeting (April 20—30, 1970).
11. First Course on Performance Budgeting organised for the Officers of the Government of Rajasthan at the H. C. Mathur State Institute of Public Administration at Jaipur (July 1—3, 1970).
12. Second Course on Performance Budgeting for the Officers of the Government of Rajasthan at the H. C. Mathur State Institute of Public Administration at Jaipur (July 13—21, 1970).
13. Fifth Course on Budgeting and Financial Control (August 3—22, 1970).
14. Eighth Course on Performance Budgeting (September 8—18, 1970).
15. Ninth Course on Performance Budgeting (October 26—November 6, 1970)
16. Special Course on Performance Budgeting for the Officers of the Government of Kerala at Trivandrum (December 10—12, 1970).
17. Second Special Course on Performance Budgeting for Public Sector Undertakings (February 8—13, 1971).

E. Administrative Theory and Behaviour Unit

18. Second Course in Personnel Administration (December 26, 1970—January 9, 1971).
19. Third Course in Administrative Behaviour and Leadership (March 15—25, 1971).

F. Organisation and Management Unit

20. Second Course on Modern Aids to Management (October 12—22, 1970).

21. Four-day Course in Organisation and Management at the Department of Public Administration, University of Rajasthan, Jaipur (November 27—30, 1970).

G. Consultancy Unit

22. Programme for Management Development for Officers of the Bureau of Public Enterprises in the Ministry of Finance (September 5—October 1, 1970).
23. Techniques of Managerial and Financial Control (January 3—9, 1971).

H. Other Courses

24. Third Orientation Course on Project Formulation (December 7—11, 1970).
25. Third Orientation Course on Materials Planning (December 19—23, 1970).
26. First Course for Training Coordinator (January 11—15, 1971).
27. Fourth Orientation Course on Project Formulation (January 18—23, 1971).
28. Fourth Orientation Course on Materials Planning (February 15—20, 1971).
29. First Course on O & M Techniques in the Government (February 22—27, 1971).
30. Trainers' Programme in Efficient Reading and Effective Listening (March 15—April 24, 1971).

The courses listed above except those in Municipal Administration, were organised with financial support from the Training Division of the Department of Personnel of the Cabinet Secretariat of the Government of India. It may, however, be mentioned that for some of the courses and such courses were few, fees were paid by the organisations from which the participating officers came.

Governments of Kerala and Rajasthan, Bureau of Public Enterprises of the Union Ministry of Finance, and University of Rajasthan gave effective support in organising some of the

above mentioned courses. S/Shri M. Lal (till December, 70, and B. B. Lal, Secretaries (Services), Shri B. C. Mathur, Director, Training and Joint Secretary, Shri A. P. Saxena, Deputy Director in the Training Division gave all necessary help and cooperation in organising the programme.

The Objectives of Courses and their Special Features

A. Development Administration: The Courses in Development Administration sought to provide an opportunity for middle and senior level administrators to acquaint themselves with the recent advances in the principal Social Sciences and the tools and techniques of management necessary to decision making in the new context. The design of the courses was based on two assumptions. Firstly, the process of development in the Indian context is best accelerated by a concentration on the development of the country's industries and modernisation of its agriculture as the principal means of improving the standards of living of the people. Secondly, public administration must increasingly utilise the advances made by management sciences and of the new knowledge in the field of social sciences to be an efficient instrument for the modernisation of the economy of the country.

Prof. N. Srinivasan, Professor of Political Science was Director of the Courses, Smt. M. Lakshmiswaramma was the Research Assistant for the Courses.

The Fifth Course was inaugurated by Dr. K. L. Rao, Minister of Irrigation and Power, Government of India. Twentyfour officers from the States, Union Territories, Central Ministries/Departments, Public Corporations, etc., participated in the course.

The Sixth Course was attended by 24 participants who came from the State Government, Central Ministries/Departments, Public Corporations, etc.

The Seventh Course was also attended by 14 participants from the State Governments, Union Territories, Central Ministries/Departments, etc. The concluding address for this Course on "Agricultural Development in India" was delivered by Shri C. Subramaniam, Chairman, National Commission on Agriculture.

B. Courses in Social Policy and Administration: The courses in Social Policy and Administration aimed at analysing the problems of social change with a view to making administration an effective change agent. The emphasis was on the dovetailing of the means and ends of the development programmes. One of the objectives of this programme was to enable the participating officers to understand how best the administrative system could handle the problems of social change for economic development and how economic development itself could be an instrument of social change. The Courses also attempted to apply the systems approach to the understanding of social change and economic development.

Prof. V. Jagannadham was Director of the Courses. Shri N. S. Bakshi was the Training Associate. Shri N. K. N. Iyengar, Lecturer, assisted the Director of the Training Courses.

The First Course was attended by 15 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc. Mr. Justice K. S. Hegde, Judge, Supreme Court of India, participated in a Dinner discussion with the participants in the second course.

C. Courses in Municipal Administration: Two courses were organised, one of 34 days and the other of 35 days duration. They aimed at further developing the executive competence of officers working in municipal administration. Twentytwo and 13 municipal administrators participated in the two courses, respectively.

A specialised course in municipal budgeting was organised for financial officers in municipal government. This course lasted for 11 days and 17 officers participated in it. A work study course in Municipal Administration was organised for a period of 12 days and there were 12 participants.

D. (i) Courses on Performance Budgeting: The basic objectives of the courses were to familiarise the Internal Financial Advisers, Deputy Secretaries and Under Secretaries engaged in budgetary, financial and accounting work in the various departments and ministries of the Government of India with the conceptual frame-

work of Performance Budgeting with all its ramifications comprising the classification of expenditure, design of yardsticks of measurements, reporting review and so on. The participants were also afforded opportunities to work on practical exercises in converting budgets from conventional to performance types.

Dr. M. J. K. Thavaraj, Professor and Head of the Financial Management Unit was Director of the Courses: Shri K. B. Iyer, the Training Associate, Shri M. V. Narayanamurthi another Training Associate, assisted the Director of the Course in respect of the Seventh Course.

The Seventh Course was attended by 32 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc.

The Eighth Course was attended by 33 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc., and a nominee from the University of Punjab.

The Ninth Course was attended by 23 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, and Public Corporations.

The Courses were also organised by the Financial Management Unit of the Institute in association with the H. C. Mathur State Institute of Public Administration at Jaipur. The basic objective of these courses was to familiarise the top officials in the Government of Rajasthan with the conceptual framework and strategy of performance budgeting and thus pave the way for its smooth introduction in various Departments in the State Government.

The First and the Second Courses were attended by 44 and 34 participants respectively, drawn up from the various Departments of the Government of Rajasthan.

Dr. M. J. K. Thavaraj, Professor and Head of the Financial Management Unit in the Institute directed the courses.

A special course on performance budgeting was organised at the invitation of the Government of Kerala at Trivandrum by the Financial Management Unit of the Institute.

Dr. M. J. K. Thavaraj, Professor and Head of the Financial Management Unit was the Director of the Training Course. Shri K. B. Iyer was the Training Associate.

The Course was attended by 42 officers drawn up from the different departments in the State Government. It was inaugurated by Shri K. P. K. Menon, Chief Secretary, Government of Kerala. The concluding address was delivered by Shri P. K. Abdulla, Development Commissioner, Government of Kerala.

Another special Course on Performance Budgeting, the second of its type, was designed to familiarise the top level financial advisers, production managers, etc., of various public sector undertakings with the conceptual framework of Performance Budgeting and the control mechanism, the reporting and feedback system and other related matters that go with these. The Administrative Reforms Commission in their report on Public Undertakings and the Parliamentary Committee on Public Undertakings in their report on financial management have stressed the need for developing performance budgeting in public sector undertakings. The course was accordingly designed and its contents included besides performance budgeting, other techniques like discounted cash flow, working capital management, net work pricing systems, ratio analysis, inventory control, internal operational audit, operations research, etc.

Thirtyfive top level financial advisers and production managers from different public sector undertakings participated in the course.

Dr. M. J. K. Thavaraj, Professor and Head of the Financial Management Unit was Director of the Course. Shri K. B. Iyer was the Training Associate.

Shri C. D. Khanna, Chairman, Industrial Finance Corporation of India, inaugurated the course. The concluding address was delivered by Shri R. C. Dutt, Secretary, Ministry of Information and Broadcasting, Government of India.

For Participation in the course, fees were charged.

(ii) *Course on Budgeting and Financial Control:* The Course aimed at enabling the participating officers to reflect upon the adequacy of the existing machinery and procedures to cope with

the management of the ever-increasing developmental responsibilities and to re-orient their thinking in terms of new techniques and methods of budgetary management and control.

Dr. Thavaraj, Professor and Head of the Financial Management Unit was Director of the Course. Shri K. B. Iyer was Training Associate.

The Course was attended by 17 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments and Public Corporations. The concluding session was addressed by Shri B. Venkatappiah, Member, Planning Commission.

E. (i) Course in Personnel Administration: The broad objectives of the Course were as follows: (a) to give the participants an overall, integrated perspective of the existing policies and methods of personnel administration in the Government and their inter-relationships; (b) to acquaint participants with modern concepts and techniques in personnel administration and the findings of social sciences having a bearing on them; and (c) to help sharpen the sensitivity and understanding of the participants about current personnel problems and challenges, and help improve their capabilities to find solutions.

The method of training was mainly by group discussions. Each subject was introduced by a discussion leader who had specialised knowledge or expertise in the field. Case studies and exercises also were used to help analyse the problems and understand new concepts and techniques.

Prof. B. S. Narula, Professor of Public Administration, was Director of the Course.

The Course which was attended by 38 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc., was inaugurated by Shri T. Swaminathan, Cabinet Secretary, Government of India. The valedictory address was given by Shri B. B. Lal, the then Secretary, Department of Personnel, Government of India.

(ii) *Course in Administrative Behaviour and Leadership*: The broad objectives of the Course were: (a) to enable the administrators to help formulate policies and implement them with a better understanding of various factors and forces which affect the behaviour of individuals and groups of civil servants: (i) in their official work, (ii) in their relations with one another, (iii) in relation with citizens and the elected representatives, and (iv) in influencing and responding to environmental change; (b) to help the administrators to provide leadership within the administrative organisation and help foster purposeful leadership in the Community; and (c) to familiarise the participants with findings of social science research having a bearing on the behaviour of individuals and groups in administration, and on interaction between administrative behaviour, organisational structure and processes and environment.

The method of training was by group discussions, case studies, exercises and games. Each subject was introduced by a discussion leader who had specialised knowledge or experience in the field.

A special feature of the Course was a two-day Administrative Behaviour Laboratory. The Laboratory comprised exercises and games to provide opportunities for 'experimental' learning in fields like self-awareness, motivation and leadership styles.

Prof. B. S. Narula, Professor of Public Administration, was Director of the Course. Dr S. P. Verma, Reader in Personnel Administration, Shri R. B. Puri, Lecturer in Administrative Theory and Behaviour, and Dr. R. K. Tiwari, Training Associate, assisted the Director of the Course.

Twentythree participants from Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc., participated in the Course.

The concluding address was delivered by Shri Govind Narain, Home Secretary, Government of India.

F. Course on Modern Aids to Management: The aim of the Course was to expose the middle management personnel in government to new aids to management and deepen the conviction of administrators in their effectiveness. The Course sought to

impart a knowledge of the aids and techniques of augmenting management skills both at the stage of decision-making and implementation. It attempted in brief to impress on the participants the need as well as the ways of achieving a management break-through in the country's public administration. The Course contents included work study, organisational analysis, systems analysis, operations research, network analysis, electronic data processing, materials management, information systems, career management, evaluation of new capital investments, demand forecasting, etc.

Dr. S. R. Maheshwari, Reader in Public Administration, was Director of the Course. Shri K. Sadasivan Nair was the Research Assistant.

The Course was attended by 27 officers from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc.

The Four-day Course on Organisation and Management was organised by the Organisation and Management Unit in the Institute in association with the Department of Public Administration in the University of Rajasthan at Jaipur.

Dr. Maheshwari, Reader in Public Administration in the Institute, organised the Course for the teacher of public administration in colleges and in the University.

G. (i) Programme for Management Development: This programme was drawn up for the officers of the Bureau of Public Enterprises of the Ministry of Finance, Government of India. The objectives of the programme were to provide an awareness and knowledge of modern management concepts and techniques and to expose the participating officers to some problems in order to sharpen their analytical skills and widen their horizon. The Course also intended to give the participants a new awareness of the significance of their jobs and a better understanding of the scope and nature of the multifarious administrative and managerial problems with which they were confronted.

The methodology of the programme comprised a study of notes, lectures, discussions, case problems, exercises, etc., as also

a case workshop, all of which were designed to achieve greater involvement of the participants in analytical thinking and problem-solving.

Opportunities were provided for simulation exercises in making decisions as they have to be made in real life under pressures of limited time, insufficient data and speed. Some of the topics covered in the programmes were:

- (i) Structure and Problems in Organisation;
- (ii) Managerial Accounting and Control;
- (iii) Financial Analysis and Performance Budgeting; and
- (iv) Quantitative Techniques (as applied to managerial problems).

Prof. R. C. Goyal was Director of the Programme.

The programme was organised in association with the Bureau of Public Enterprise in the Ministry of Finance and was attended by 26 senior officers of the Bureau.

The Course was inaugurated by Shri Vidya Charan Shukla, Minister of Revenue & Expenditure, Government of India. The concluding session was addressed by Shri Mohan Kumaraman-galam, Chairman, Indian Airlines.

(ii) *Course on Techniques of Managerial and Financial Control:* The objectives of the programme were to provide an awareness and knowledge of modern management concepts and techniques, to expose executives to varied live case-problems in order to sharpen their analytical skills and widen their horizon. The programme was intended to provide the participants with appraisal of significance of their jobs, and a better understanding of the scope and nature of the multifarious managerial and financial problems which confront them in their day-to-day administrative work. It was aimed at sharpening their analytical thinking and decision-making abilities.

The methodology of this Course, among other things, included study of latest literature on the subject, discussion of live case-problems and a number of exercises which were designed to achieve greater personal involvement of the participants.

Prof. R. C. Goyal was Director of the Programme.

The programme was inaugurated by Shri T. Swaminathan, Cabinet Secretary, Government of India, and was attended by 19 senior officers from State Governments, Central Ministries/Departments, Public Corporations, etc.

Fees were charged for participation in the course.

H. (i) Other Courses

Courses on Project Formulation: The purpose of the Courses was to present a broad conceptual overview of some of the issues and problems in Project Formulation. An attempt was made to convey an appreciation of some of the implied quantitative techniques as are relevant to the present resource environment. Illustrative case material was provided to supplement class discussion specially in decision-making process leading to Project Formulation.

Shri A. P. Saxena, Deputy Director, Training Division, Department of Personnel, Cabinet Secretariat, Government of India, was Director of these Courses. Shri S. N. Swaroop, Research Officer in the Department of Personnel, was Training Associate.

The Third Course was inaugurated by Shri R. K. Sethi, Managing Director, National Industrial Development Corporation, New Delhi and was attended by 25 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, and Public Corporations.

The Fourth Course was inaugurated by Shri K. F. Rustamji, Director-General of Border Security Force, Ministry of Home Affairs, Government of India and attended by 22 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc.

(ii) Courses on Materials Planning: At the beginning of the Course some underlying tools and techniques which may be used with advantage to materials planning were explained. In addition to this, there was a discussion of the problems faced at the various levels in a project or a programme. Through selected case

examples, the validity of some of the techniques was established and the participants were given opportunity to discuss and test the basic concepts in terms of their individual situations. An attempt was made to evaluate the impact of materials imbalances currently existing in many areas, leading to immobilisation of scarce capital resources, reduced profitability and resultant scarcity, to the determinant of various sectors of the economy.

Shri A. P. Saxena, Deputy Director, Training Division in the Department of Personnel, Cabinet Secretariat, Government of India was Director of the Course. Shri S. N. Swaroop, Research Officer in the Department of Personnel, was Training Associate.

The Third Course which was inaugurated by Shri K. Ram, Secretary, Ministry of Supply, Government of India, was attended by 30 participants from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc.

The Fourth Course was inaugurated by Shri Satish Chandra, Secretary, Department of Defence Supplies, Ministry of Defence, Government of India, and was attended by 31 participants from the State Governments, Central Ministries/Departments, Public Corporations, etc.

(iii) Course for Training Coordinators: The main objective of the Course was to lay stress on the type of exercises needed to be attempted by a coordinator in determining the training needs of an organisation. An attempt was made through planned group discussions to underline some of the problems that might be faced by the coordinators in performing their functions. A discussion on evaluation of training was also planned to help coordinators in measuring the extent of any training activity in terms of their training requirements and goals.

Shri B. C. Mathur, Director of Training and Joint Secretary, Department of Personnel, Cabinet Secretariat, Government of India, was Director of the Programme. Shri S. N. Swaroop, Research Officer in the Department of Personnel, was Training Associate.

The Course was inaugurated by Shri B. B. Lal, Secretary, Department of Personnel, Cabinet Secretariat, Government of

India, and was attended by 24 officers coordinating training activities in various central Ministries.

(iv) *Course on O & M Techniques in the Government*: The broad objectives of the course were: (a) to give the participants an overall integrated view of the wide spectrum of management aids which can be utilised in the field of administration; (b) to familiarise participants with the aims, objectives, mechanics and application of the technique of Work Study, management information system, economic analysis and evaluation statistics, space and record management, etc.; (c) to help participants in improving their skills in selecting problems for study, evaluating the O & M reports and implementing proposals for change; and (d) to outline the problems connected with the organisation, direction and control of O & M effort.

Lt.-Col. Brij Mohan, Joint Director, Secretariat Training School, New Delhi, was Director of the Training Course. Shri S. N. Swaroop, Research Officer in the Department of Personnel, was Training Associate.

The Course was inaugurated by Shri Govind Narain, Secretary, Ministry of Home Affairs, Government of India and was attended by 24 officers from the State Governments, Union Territory Administrations, Central Ministries/Departments, Public Corporations, etc.

(v) *Trainers' Programme in Efficient Reading and Effective Listening*: Among the basic communication skills—writing, speaking, reading and listening—the teaching of reading and listening have been the most neglected. Reading and listening have been described as 'receptive' communication skills and constitute hidden or covert behaviour. Thus few adults are aware of how well they read or listen compared with others. With relatively little training and guided practice most adults are able to show impressive gains in improved reading speed and efficiency in improved listening effectiveness.

This specially developed course for those who will become trainers in adult reading and listening skills and abilities, was conducted by Dr. Paul C. Berg, Director of the Reading Centre, University of South Carolina, U.S.A.

On completion of the training programme, it was expected, that the participants will be able to plan and conduct 'Efficient Reading' and 'Effective Listening' programmes for other adults. The participants got acquainted with pertinent and current literature and research on adult reading and listening training. The participants were also helped to know how to use the special training aids, reading accelerators, tape recorders and related training materials used in adult reading and listening training.

As part of the learning experience, each participant was taught to improve his personal reading and listening skills and abilities. Sixteen Training Officers from Central and State Training Institutions participated in this programme.

Evaluation

Each Course of the Executive Development Programme is evaluated with the help of a questionnaire. Review sessions are held. On the usefulness of the courses participants are invited to express their views and comments. The Directors of Courses share evaluation of Courses with Advisory Committees and use the suggestions made and reactions given by the participants for improving the usefulness of courses.

OTHER CONTRIBUTION OF THE FACULTY AND RESEARCH STAFF

In addition to the research work and the organisation of a variety of Executive Development Programmes, the members of the Institute's Faculty wrote papers and contributed articles and book reviews to professional and other periodicals. They participated in several professional meetings, seminars and conferences. Detailed information of the academic contribution of the members of the faculty and other research workers is given in Appendix VIII.

CONFERENCES AND SEMINARS

1. National Convention Union-State Relations (April 3—5, 1970)

The Institute in association with the Institute of Constitutional and Parliamentary Studies and the Indian Law Institute

organised a three-day national convention from April 3 to 5, 1970 on Union-State Relations.

The opening session of the Convention was held in the auditorium of India International Centre. It was inaugurated by Shri G. S. Pathak, Vice-President of India.

The Convention discussed: (1) General Issues; (2) Functional Relationships; (3) Financial and Planning Relationship, and (4) Political—Administrative Relations in four sessions. These sessions were presided over by Dr. B. N. Ganguli, Dr. C. D. Deshmukh, Shri A. K. Chanda and Dr. L. M. Singhvi, respectively.

The participants included distinguished public men, members of Parliament, eminent jurists, academicians and senior government officials. The basic working paper for the convention was prepared by the Institute. Those who contributed papers on the various topics under the above mentioned four sessional themes were: Dr. C. D. Deshmukh, Shri Deva Raj, Dr. P. N. Dhar, Shri Gian Prakash, Prof. (Mrs.) Alice Jacob, Shri Ajit Prasad Jain, Dr. M. P. Jain, Dr. S. N. Jain, Dr. D. T. Lakdawala, Prof. A. T. Markose, Prof. H. K. Paranjape, Shri G. Ramachandran, Dr. Amal Ray, Shri K. Santhanam and Prof. N. Srinivasan.

The concluding session of the convention was addressed by Shri Asoka Mehta, Member of Parliament.

2. Seminar on Financial Administration for the Legislators of Kerala (December 7—9, 1970)

The Financial Management Unit of the Institute in association with the Government of Kerala and the State Legislature organised a three-day special Seminar on Financial Administration at Trivandrum for the legislators of Kerala. The Seminar was inaugurated by the Hon'ble Shri Mohideen Kutty Bava Jajee, Speaker, Kerala Legislative Assembly and presided over by Shri C. Achuta Menon, Chief Minister of Kerala. The theme of the Chief Minister's speech was 'Problems and Prospects of Development in Kerala'.

The Seminar was attended by 45 legislators.

Dr. M. J. K. Thavaraj, Professor and Head of the Financial Management Unit in the Institute was Director of the Seminar. Shri K. B. Iyer was the Training Associate.

3. Seminar on Teaching of Public Administration in India (March 29-30, 1971)

The Institute organised a Seminar on Teaching of Public Administration in India earlier in 1960. It discussed questions relating to study and research in Public Administration.

Another two-day Seminar on Teaching of Public Administration in India was organised by the Institute in March 1971 reviewed the developments in the teaching of Public Administration in India during the last decade. In particular, the Seminar focussed its attention on topics like the current position of teaching of the discipline of Public Administration in the country, the preparation of indigenous literature in the context of existing or proposed syllabi, and the need for organising refresher course for teachers of Public Administration.

The basic working paper for the Seminar was prepared and presented by Dr. S. R. Maheshwari, Reader in Public Administration in the Institute. He also acted as Director of the Seminar.

The Seminar was inaugurated by Prof. A. B. Lal, Vice-Chancellor, Allahabad University. The concluding session was presided over by Prof. M. V. Mathur, Director, Asian Institute of Educational Planning and Administration, New Delhi.

More than 35 scholars and senior government officers participated in the Seminar.

4. Seminar on "State Machinery for Municipal Supervision"

The Centre for Training and Research in Municipal Administration, organised a two-day Seminar on the 7th and the 8th May, 1970 on the theme: "State Machinery for Municipal Supervision". Municipal Councillors and officers from the Local Self-Government Departments in the States, in all 31, participated in the Seminar. Dr. J. N. Khosla, Director of the Institute inaugurated it.

5. Seminar on "Administration of Municipal Lands"

* The other seminar that the Centre for Municipal Administration organised was on: "Administration of Municipal Lands". Twentysix Municipal Councillors and officials dealing with urban local government participated in this seminar. The seminar was held on the 4th and the 5th December, 1970, and was inaugurated by Dr. J. N. Khosla, the Director of the Institute.

6. Fourteenth Annual Conference of IIPA Members

IIPA Members' Annual Conference was held on the 24th October, 1970. *Shri Asoka Mehta* presided over the Conference. The theme of the Conference was: "The Challenges of 1970s for Public Administration". The basic paper for the Conference was prepared by Prof. B. S. Narula of IIPA.

The following members had contributed papers: (1) *Shri P. J. Divatia*, Chief, Market Research Division, The Industrial Credit and Investment Corporation of India Ltd., Bombay; (2) *Shri B. P. Gupta*, Head, Political Science Branch, Birla Institute of Technology and Science, Pilani; (3) *Prof. V. Jagannadham*, IIPA, New Delhi; (4) *Shri V. S. Murti*, Head of the Department of Public Administration, Nagpur University, Nagpur; (5) *Shri J. P. Naik*, Member Secretary, Indian Council of Social Science Research, New Delhi; (6) *Shri H. Pathak*, Lecturer in Public Administration, Rajpura (Punjab); (7) *Shri R. C. Prasad*, Head, Department of Political Science, Magadh University, Bodh-Gaya; (8) *Shri M. V. S. Prasada Rau*, IAS, Under Secretary, Ministry of Petroleum & Chemicals and Mines & Metals, New Delhi; (9) *Dr. N. V. Raghu Ram*, Project Director (Family Planning), Administrative Staff College of India, Hyderabad; (10) *Shri P. Sharan*, Reader & Head of Political Science Department, Meerut College, Meerut; (11) *Shri G. A. Sharma*, Secretary, General Administration Department, Government of Maharashtra Bombay; (12) *Dr. Sudesh Kumar Sharma*, Lecturer, Department of Public Administration, Punjab University, Chandigarh; (13) *Shri J. K. P. Sinha*, Assistant Director, Institute of Public Administration, Patna University, Patna; (14) *Shri S. P. Sinha*, Assistant Director (Economics & History), Bihar Tribal Welfare Research Institute, Ranchi; (15) *Shri Vraj Mohan Sinha*, Lecturer in Public

Administration, Department of Public Administration, University of Rajasthan, Jaipur; (16) Shri Prakash Chandra Suri, IAS, Special Representative, Punjab Government, New Delhi; (17) Dr. A. R. Tyagi, Professor of Public Administration, National Academy of Administration, Mussoorie; (18) Dr. Vishwanath Prasad Varma, Director, Institute of Public Administration, Patna University, Patna; (19) Shri R. Venkatanarayana, Deputy Secretary, Ministry of Finance (Department of Expenditure), New Delhi; and (20) Dr. Ram K. Vepa, IAS, Director, Ministry of Industrial Development & Internal Trade, New Delhi.

V. LECTURES AND VISITS BY DISTINGUISHED PERSONS

The following public lectures were delivered under the auspices of the Institute:

<i>Date</i>	<i>Speaker</i>	<i>Chairman</i>	<i>Subject</i>
May 26, 1970	Mr. Angus Madison, Harvard University Centre for International Affairs (USA)	Shri Asoka Mehta, Member of Parliament	Planning and Bureaucracy in Pakistan
Decembar 14, 1970	Mr. Justice G. D. Khosla, Former Chief Justice of Punjab	Shri Niren De, Attorney General of India	Judicial Administration of India. The Judiciary: Its Functions and Aims
December 16, 1970	Mr. Justice G. D. Khosla, Former Chief Justice of Punjab	Dr. Nagendra Singh, Secretary to President of India	Judicial Administration in India: Shortcomings and Remedies
December 18, 1970	Mr. Justice G. D. Khosla, Former Chief Justice of Punjab	Shri M. C. Setalved, Member of Parliament and Former Attorney General of India	Judicial Administration in India. The Rule of Law.
February 27, 1971	Dr. Jur. Thomas Oppermann, Professor of Public Law and Foreign Policy, Tubingen University (West Germany)	Prof. V. Jagannadham, Indian Institute of Public Administration	Administration of Foreign Policy

Among the distinguished visitors to the Institute who addressed the staff of the Institute and special invitees, mention may be made of the following:

1. Mr. J. Douglas Hoff, Director, International Visitor Office, United States Civil Service Commission.
2. Mr. Sunjono, Ministry of Health, Government of Indonesia.
3. Sir Robert Mathews, eminent British Architect and Town Planner.
4. Shri S. B. Bapat, Special Adviser, Training, United Nations Institute of Training & Research, New York.
5. Shri D. B. Bandodhkar, Chief Minister of Goa, Daman & Diu.
6. Mr. E. V. D. Minte of the Ghana Institute of Management and Public Administration, Accra.
7. Dr. Lucien Sfez, Professor of Political Science, University of Paris.
8. Mr. R. H. R. Armstrong, Institute of Local Government Studies, University of Birmingham, U.K.
9. Miss Margaret Hobson, Institute of Local Government Studies, University of Birmingham, U.K.
10. Dr. Frank E. Colton (Jr.), President of the American Institute of Industrial Engineering and Professor and Head of the Department of Industrial Engineering, Mississippi State University, U.S.A.
11. Shri Vishnu Sahay, Former Governor of Assam and Nagaland.
12. Dr. Soirji Iijime, President of the Hiroshima University, Japan.
13. Dr. C. Y. Wu, Director of Public Administration Division, United Nations.
14. Dr. Jur Thomas Oppermann, Professor of Public Law and Foreign Policy, Tübingen University, (West Germany).
15. Prof. Robert I. Grane, Director, South Asia Programme, Maxwell School, Syracuse University, U.S.A.
16. Prof. Henry C. Hart of Wisconsin University, U.S.A.

Besides, the Institute received fifteen officers from the Industrial College of United States of America; international participants who attended the course entitled "Training Methods and Skills" conducted by the Small Industry Training Institute, Hyderabad, and 18 Students of M.A. Part I and Part II Classes of the Department of Public Administration, Panjab University.

Foreign Scholars Working for their Ph.D. Degree or other Programmes in the Institute

The Institute provides facilities to Scholars from other countries coming to the Institute for their Ph.D. Degree or in connection with other research programmes. The following scholars continued their research during the year under report at the Institute:

1. Mr. James Warner Bjorkman (Yale University, New Haven connecticut, U.S.A.);
2. Mr. Rondid J. Maduro under the auspices of the foreign area fellowship of the Joint Committee of the Indian Council of Social Science Research and the American Council of Learned Societies, U.S.A.; and
3. Mr. Shusaku Matsumoto (Japanese Research Scholar sponsored by the Institute of Developing Economics, Tokyo, Japan).

PUBLICATIONS

The Institute continued to publish the following periodicals during the year:

- (a) IIPA Newsletter (Monthly)
- (b) Public Administration Abstracts and Index of Articles (Quarterly);
- (c) The Indian Journal of Public Administration (Quarterly); and
- (d) Nagarlok (Quarterly)

A special number (July-September, 1970, Vol. XVI, No.3) of the Indian Journal of Public Administration on 'Union-State Relations: Administrative Aspects' was brought out on the eve

of the Annual Meeting of the General Body held on October 25, 1970. The price of the Special Number was Rs. 5 per copy.

Shri L. P. Singh resigned from the Editorship of the Journal on June 19, 1970.

The Executive Council at its meeting held on the 20th June, 1970, accepted Shri L. P. Singh's resignation with regret and placed on record its deep sense of gratitude for the burden which he carried in an honorary capacity for 12 years. The Council paid tributes to Shri Singh for maintaining a uniformly high standard and for making the Journal a vehicle for expression of diverse points of view on the problems of public administration.

At this meeting, the Council appointed Dr. J. N. Khosla, then Director, as Editor of the Journal. On October 25, 1970, the Executive Council appointed Shri T. N. Chaturvedi now Chief Secretary, Delhi Administration to be the new Editor of the Journal. He assumed charge of his office in December, 1970.

In January 1971, Shri T. N. Chaturvedi also assumed charge of the editorship of the Institute's Monthly Newsletter.

Prof. B. S. Narula relinquished charge and Shri V. M. Kulkarni has been working as Assistant Editor of the Indian Journal of Public Administration with effect from the 1st July, 1970.

The names of members of the Editorial Board of the Journal are given in Appendix V.

'Nagarlok'—a quarterly Journal of Municipal Affairs—is brought out by the Institute's Centre for Municipal Administration. Four issues of this Journal were published during the year under report. A special issue of NAGARLOK (Oct.-Dec., 1970, Vol.II, No. 4) was brought out.

The theme of this special number was "Reforms in Municipal Government".

The following five publications were brought out during the year by the Institute:

1. Organisation of the Government of Uttar Pradesh By M. Zaheer & J. Gupta.

2. Panchayati Raj Administration by Iqbal Narain.
3. The Reorganised Planning Commission by H. K. Paranjape.
4. Recreational and Educational Activities of Urban Local Bodies in India—Our Towns II.
5. IJPA Reprints—Centre-State Relations in Planning by H. K. Paranjape.

The following books are in the press:

1. The Citizen and Municipal Bureaucracy by V. Jagannadham and N. S. Bakshi.
2. Organisation of the Government of India.
3. Deputy Commissioner in Punjab by Sudesh Kumar Sharma.
4. Occasional Lectures.
5. State Machinery for Municipal Supervision by M. Bhattacharya.
6. Property Tax Administration in Delhi by V. Jagannadham and N. S. Bakshi.
7. Advisory Committees in the Indian Government by Shriram Maheshwari.

LIBRARY AND REFERENCE SERVICES

During the year under report, the Library of the Institute acquired 3,154 new volumes. On March 31, 1971, the Library had 97,564 books, public documents, periodicals and newspapers.

Nineteen new periodicals were added to the Library during the year.

The number of periodicals received at the close of the year stood at 490. One foreign and six Indian newspapers were available in the Library throughout the year.

Library facilities were availed of by 2,311 persons including members, Institute's faculty, research workers and other members of the staff of the Institute, officers participating in Executive Development Programmes and other individuals who had obtained special permission. Over 6,000 volumes were loaned out.

Inter-Library loans during the year involve 57 Libraries, Government Departments and other Corporate Bodies. On Inter-Library loan 407 volumes were loaned out to and 30 volumes were borrowed from other Libraries. Reference and bibliographical service was extended to the Third Pay Commission. Sixteen bibliographies were compiled during the year.

The Half year list of additions to the Library and Public Administration Abstracts and Index of Articles (Quarterly) continued to be prepared. The Depository Collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, continued to be used for reference purposes.

The Collection at the Library of the Centre for Training and Research in Municipal Administration continued to grow. During the year 515 volumes were added to this unit. The number of volumes at the close of the year stood at 2,970. The Library subscribes 11 Journals.

OTHER ACTIVITIES

Participation in International Conferences

Dr. J. N. Khosla, then Director, IIPA attended the Third Conference of Directors and Principals of the Institutes of Public Administration in the Commonwealth, held at Nairobi from April 13—17, 1970. He contributed a paper on 'Role of Institutes of Public Administration as Consultants' at this Conference.

At the invitation of Civil Service Board, Lebanon, Prof. B. S. Narula participated in the Beirut Round Table on Administrative Reforms and Development in April 1970. On his way back, he visited Cairo and had some discussions at the Institute of Public Administration.

Short Duration Overseas Travel Study

During the year under report, Dr. S. K. Goyal, Head of the Industrial Administration Unit, undertook a 90-day study tour (15th October, 1970 to 13th January, 1971). The programme provided Dr. Goyal opportunities to: (a) meet scholars in various countries in his areas of interest and establish useful personal

contacts; and (b) visit institutions engaged in the regulation of industries and have discussions on firsthand knowledge that was available in these organisations.

In connection with the research studies on civil services and salary structures entrusted to the Institute by the Third Pay Commission, Shri A. V. Seshanna, Programme Consultant, Personnel Administration and Dr. S. P. Verma, Reader in Personnel Administration were deputed by the Institute to visit some selected countries both in the West and in the East. Shri Seshanna visited France, U.S.A., Canada, U.K. and Yugoslavia and Dr. Verma visited Thailand, Malaysia, Australia, Philippines and Japan. They collected up-to-date information and documents on personnel practices and pay structures in these countries and held discussions with concerned officers with a view to gaining insight into the various considerations that guided salary administration in the various countries in general. The visits were undertaken during August-September 1970. Reports on 11 countries have been submitted to the Pay Commission.

The short duration overseas travel and study fellowships were also awarded to: (1) Shri R. N. Vasudeva, then Chief Secretary, Government of Mysore, and (2) Shri J. D. Sharma, Director of Food and Civil Supplies and Joint Secretary to the Government of Haryana, respectively. Shri Vasudeva was deputed for study of advanced techniques and practices of administrative management in France, the U.K. and the U.S.A. the duration of his study tour abroad was five weeks (March 10 to April 16, 1971). Shri J. D. Sharma was sponsored for advanced training in the techniques and methods of administrative reforms and their implementation. The period of his study tour abroad was 6 weeks (October-November, 1970).

Essay Competition

The following subjects were announced for the Essay Prize Competition for 1970.

1. Role of Civil Service in Indian Political System;
2. Administrative Challenges of the 1970's; and
3. Administration in the Universities.

Twentyone essays were received and evaluated. The Committee of Judges comprised: (1) Dr. Nagendra Singh, Secretary to the President of India; (2) Dr. V. V. John, Vice-Chancellor, Jodhpur University; and (3) Dr. L. M. Singhvi, Chairman, Institute of Constitutional and Parliamentary Studies. It recommended the award of the first prize of the value of Rs. 1,000 for one essay and two second prizes of the value of Rs. 500 for two essays.

The names of recipients are given below:

<i>Name</i>	<i>Theme of the Essay</i>	<i>Amount</i>
1. Shri V. Subramanian, Secretary, Revenue and Forests Department, Government of Maharashtra, Bombay	"Role of Civil Service in Indian Political System"	Rs. 1,000 (First Prize)
2. Dr. Prabhu Datta Sharma, Reader in Political Science, University of Rajasthan, Jaipur.	"Law and Order Administration in India: Administrative Challenges of 1970's"	Rs. 500 (Second Prize)
3. Shri V. Balu and Shri R. Srinivasan, IES Probationers (for the joint essay)	"Administrative Challenges of Seventies"	Rs. 500 (Rs. 250 each)

PERSONNEL MATTERS

The list of the Senior Staff Members of the Institute is given in Appendix VI.

Dr. J. N. Khosla relinquished charge of Directorship of the Institute on January 1, 1971. He had joined the Institute as Director on January 25, 1964. The Chairman and Members of the IIPA Executive Council were 'at home' to him on January 5, 1971.

Prof. G. Mukharji took over from Dr. Khosla as Director of the Institute on January 1, 1971. He also continued to be the Director of the Institute's Centre for Research and Training in Municipal Administration.

On the expiry of his term of re-employment, Prof. N. Srinivasan relinquished charge of his office on December 31, 1970.

He served the Institute for about 12 years as Professor of Political Science and Vice-Principal of the Indian School of Public Administration till the School was closed.

On his appointment as member of the Monopolies and Restrictive Trade Practices Commission, set up by the Government of India, Dr. H. K. Paranjape, Professor of Planning Machinery and Process, left the Institute on August 6, 1970.

Dr. A. P. Barnabas, Reader in Sociology and Social Administration, was granted extension of extra-ordinary leave till December 31, 1971, to enable him to continue with the Food and Agricultural Organisation of the United Nations. Dr. Barnabas works with the FAO in Kabul, Afghanistan.

Shri K. N. Butani, Director, Institute of Applied Manpower Research, continued to look after the Case Study Programme of the Institute till December 31, 1970. Dr. Ram K. Vepa was nominated by the Executive Council as Director, Case Studies, at its meeting held on the 20th December, 1970.

Lt.-Col. C. Soni who had joined the Institute as Consultant in the Consultancy Unit, on November 19, 1969 resigned from the service on the 26th August, 1970.

Shri C. S. Parthasarathy, Officiating Management Analyst in the Committee on Plan Projects, Planning Commission was with the Financial Management Unit of the Institute, on deputation, as Programme Consultant (PERT) from July 8, 1970 to February 5, 1971.

Shri P. N. Balu of the Indian Administrative Service was with the Financial Management Unit of the Institute as Programme Consultant (State Budget) from April 4, 1970 to 25th July, 1971.

Dr. B. N. Gupta from Madhya Pradesh Educational Service, joined as Reader in the Financial Management Unit with effect from May 19, 1970.

Shri A. V. Chaturvedi, Executive Engineer, Central Public Works Department (CPWD), joined the Financial Management Unit as Technical Associate on June 3, 1970.

Sarvashri C. N. Sudarsanan and D. N. Gadhok joined the Financial Management Unit of the Institute as Research Associates on August 19, and October 7, 1970 respectively.

Shri A. V. Seshanna of the Indian Postal Service joined the Institute as Programme Consultant in Personnel Administration on July 10, 1970.

Shri Deva Raj who was Research Consultant at the Institute's Centre for Training and Research in Municipal Administration (CMA), was appointed Joint Director in the UNICEF Project. Shri V. M. Kulkarni and Shri A. Bhattacharya joined the CMA as Project Specialists for the UNICEF Project. Shri P. L. Takroo and Shri G. S. Bhatnagar were appointed as Research Analysts and Shri K. S. R. N. Sarma, as Statistician in the CMA for the UNICEF Project. The incumbents of the posts took positions during the months of October and November, 1970. Shri A. Bhattacharya, Project Specialist, however, resigned and left the Institute on the 16th January, 1971.

Shri V. M. Kulkarni held the post of Secretary to Director and Assistant Editor prior to his appointment as Project Specialist. Till 1st July, 1970 he was looking after work of Assistant Editor of the Indian Journal of Public Administration and working as Secretary to the Director.

Dr. B. D. Raheja and Dr. R. S. Gupta, Lecturers in Municipal Administration, left the service of the Institute with effect from the 5th August and 22nd October, 1970, respectively.

Shri D. D. Malhotra, Lecturer in the Institute's O & M Unit, was transferred to the Centre for Training and Research in Municipal Administration on the 20th August, 1970.

Dr. V. Gupta and Shri J. C. Kapur joined the Consultancy Unit with effect from December 19, 1970 and March 10, 1971 respectively.

Sarvashri S. Kitoor, Ram Khattar, Merchia Gupta, J. K. were with the Consultancy Unit of the Institute as Management Analysts from November 16, 1970 to February 12, 1971, November 2, 1970 to April 24, 1971, and February 22, 1971 to June 30, 1971, respectively.

Dr. R. S. Arora was appointed as Joint Project Director of the R.P.C. research project "To Study Prospective Areas of Expansion for the Public Sector" with effect from November 30, 1970.

Prof. B. S. Narula continued to hold the charge of Secretaryship of the Committee on Case Studies. With effect from the 20th December, 1970, he was appointed Member-Secretary of the Committee on Case Studies. Prof. Narula had an opportunity to serve as a short-term consultant to the Economic Commission for Asia and Far East (ECAFE), Bangkok for four weeks. During this period he wrote for ECAFE a basic paper on "Administration in Seventies".

Prof. V. Jagannadham, Professor of Sociology and Social Administration continued to be in-charge of the activities of the office of Training.

As a result of a recommendation of the Working Group set up by the Executive Council for streamlining of the internal administration of the Institute, the designation of the post of the Administrative Officer, held by Shri R. G. Mulgund was changed to that of Registrar.

The assistance of Prof. Ross Pollock, Mr. Edmund D. Dwyer, Dr. O. Glenn Stahl, Dr. Edwin A. Bock, Ford Foundation Consultants, was availed of during the year.

Prof. Ross Pollock who worked with the Institute for about four years, left India on November 11, 1970, to go to Saudi Arabia. During his stay here, Prof. Pollock advised the Institute on its research and Consultancy operations, lectured in training and Executive Development Programmes, helped develop course outlines, and carried, from time to time, other assignments.

Mr. Edmund D. Dwyer throughout the year functioned as Consultant to the Institute. He advised the Institute on Organisation of Consultancy service at the Institute. He worked closely with the head of the Consultancy Unit and helped him in the study of consultancy organisation in India and in the prospecting of assignments.

Dr. O. Glenn Stahl, Director, Bureau of Policies and Standards, U.S. Civil Services who had earlier helped the Institute in developing a unit in personnel administration, was with the Institute for about four weeks. He had a look at the syllabus and material that was used in the Institute's executive development programmes in personnel administration. His observations in the monograph on salary and civil service structure in U.S.A. that was being prepared at the Institute, were useful.

Prof. Edwin A. Bock was with the Institute for only a week. His visit was useful in revising the programme for preparation of teaching materials and reviewing some of the case studies.

Visiting Professor

Prof. Shanti Kothari continued as Visiting Professor in Applied Research, at the Institute, during the year 1970-71.

III. REGIONAL AND LOCAL BRANCHES

Towards the end of 1970, a local branch was established at Kolhapur. The number of local branches thus has risen to 10. The number of Regional Branches stood at 12. Efforts are being made to help organise Local Branches at Simla, Indore, Ujjain, Jabalpur, Allahabad and Banaras.

Financial assistance of the order of Rs. 45,742.75 was given to the Regional and Local Branches during the year. This included the one-fourth share of the subscription of members of the Branches.

Name of office bearers of the Regional and Local Branches and statistical data about their membership are given in Appendix IX

Some detailed information on the activities pursued by some of the Regional and Local Branches during the year under report is given below:

Gujarat Regional Branch

The Branch has undertaken a case study Project on Implementation of Development Plans—At the District Level. Ahmedabad District has been selected for the study. The study is in progress.

The report on the Project: "Organisation of Government of Gujarat" will be finalised during the year 1971.

On June 2, 1970, Dr. M. J. K. Thavaraj, Professor and Head of the Financial Management Unit of the IIPA, addressed members of the Branch. The subject of his talk was "Problems of Revenue Mobilisation in States".

Shri H. V. R. Iyengar, I.C.S. (Retd.), delivered a lecture on "A Committed Civil Service—A British Example", on August 17, 1970.

Madras Regional Branch

The Madras Branch arranged a trip of 40 members to the Integral Coach Factory, Perambur, on November 20, 1970. The General Manager and a few senior officers of the Factory briefed the members on the role and working of the public undertaking.

Shri Dharma Vira, Governor of Mysore, addressed the members of the Branch on December 18, 1970. Sardar Ujjal Singh, Governor of Tamil Nadu, who is also the President of the Branch presided.

A party of Branch members visited Ashok Leyland Factory, a private sector enterprise, on February 6, 1971 and had informal question-and-answer discussion with the General Manager.

On February 20, 1971, the Madras Branch arranged a screening of a film titled "Animal Farm" at the premises of the British Council Office.

Maharashtra Regional Branch

Lectures: During the period under report, the Branch organised the following lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
19.5.70	Shri D. R. Pendse	Interchange of Personnel between Private and the Public Sectors.
20.7.70	Shri P. V. R. Rao	Problems of Defence Administration.
6.8.70	Shri N. S. Ramaswamy	Management Development.
17.8.70	Shri P. L. Tandon	Administrative Culture and Industrial Culture—An Appreciation of the Differences Between the Two.
14.9.70	Shri P. Y. Godbol	The Role of Audit.
28.10.70	Shri H. M. Patel	What does Good Administration Mean?
9.12.70	Dr. Lucian Sfez	The French Experience of Planning (Institutions)
19.12.70	Dr. K. K. Datey	Heart in Administration.
22.1.71	Shri Vadilal Dagli	Western Inflation and the Developing World.

Seminar : A survey was conducted by the Branch during the year 1969-70 on the operational difficulties of small scale industries in their dealings with Government, Semi-Government and Municipal bodies, in the Kolhapur, Ichalkaranji, Sangli and Miraj areas of Maharashtra State. The Branch, on the 3rd October, 1970, in collaboration with the Maharashtra Small Scale Industries Development Corporation, organised a Seminar, to discuss the main recommendations of the report of this Survey. The Seminar was attended by about 100 persons.

The Seminar was inaugurated by Shri B. B. Paymaster, Chief Secretary to the Government of Maharashtra and Chairman of the Maharashtra Regional Branch, and the concluding session was addressed by Shri R. S. Bhat, Chairman, Unit Trust of India.

The reports of the survey and the recommendations made by the Seminar have since been printed.

National Management Convention : Shri V. Subramanian, Honorary Secretary of the Maharashtra Regional Branch, attended the National Management Convention at New Delhi on the 12th, 13th and 14th February, 1971, as a delegate of the Branch.

Other Functions : In collaboration with the Indian Civil Administrative Services Association, the Branch arranged two informal get-togethers at Bombay, one on the 2nd July, 1970 to meet the district collectors from Maharashtra and the other on the 28th January, 1971, to meet IAS Probationers under training at the Administrative Staff College, Bombay. An informal "get-together" was also organised on the 29th January, 1971, to meet Dr. Dharma Vira, Governor of Mysore. These meetings presented good opportunities for exchange of views on public administration.

Quarterly Newsletters : With a view to improving the line of communication between the Branch and its members, the Branch has started publication of a Quarterly Newsletter.

The Newsletter will also contain reproductions or summaries of important talks and articles on public administration, review of books, excerpts from journals and other topical news in the field of public administration. The first issue of the Newsletter for the quarter January-March, 1971, has been published by the Branch.

Library : During the year under report 264 books have been added to the Library of the Branch, which is now being kept open till 6.30 p.m. for the members. A home delivery service, whereby books are sent to members' residence in the Fort area of Bombay city, has also been started.

Concessions given by the State Government : The Government of Maharashtra has decided to give a subsidy equal to 50 per cent of the annual membership subscription paid to the Institute by the first 75 State Government employees drawing a basic pay of less than Rs. 1,500 per mensem.

Mysore Regional Branch

Dr. P. R. Brahmananda, Professor of Monetary Economics, University of Bombay, delivered a talk on "The Crisis in Indian Economy" on November 9, 1970.

Punjab, Haryana and Chandigarh Regional Branch

The Branch in collaboration with Department of Public Administration of the Panjab University organised a Seminar on "Challenges of 1970's for Public Administration", at Chandigarh, on the 13th and the 14th March, 1971. The Seminar was inaugurated by Mr. Justice D. K. Mahajan, Judge of the Punjab and Haryana High Court and Chairman of the Regional Branch.

The sessions of the Seminar were devoted mainly to the discussion of (1) structure for dynamic administration; and (2) personnel policies for a dynamic administration. Besides the 26 participants from various States, Union Territories and Universities, there were a number of observers from different walks of life.

Rajasthan Regional Branch

The Branch arranged the following lectures:

<i>Date</i>	<i>Speaker</i>	<i>Chairman</i>	<i>Subject</i>
6.3.71	Dr. Jur Thomas Opermann, Professor of Public Law & Foreign Policy at the University of Tubingen, West Germany	Shri B. Mehta	"Interdependencies between National Educational Systems and Economic Development."
28.3.71	Dr. P. B. Gajendra-gadkar, Vice-Chancellor of the University of Bombay	Shri V. V. John	"Challenges of Seventies"

U.P. Regional Branch

A study of "The Organisation of the Government of Uttar Pradesh" by Shri M. Zaheer and Shri Jagdeo Gupta has been published under the auspices of the Institute and the Branch. The study describes in detail not only the administrative machinery of the State as it exists today but also gives a historical survey of administrative development from the days of East India Company.

Ajmer Local Branch

Prof. Siddheshwar Prasad, Union Deputy Minister for Irrigation and Power, addressed members of the Branch on the 15th March, 1970. The topic of his talk was "Crisis of Values". Shri Anil Bordia, Collector, Ajmer, presided.

Dr. J. N. Khosla, Director, IIPA, addressed members of the Branch on November 23, 1970. He spoke on "Civil Servants Today".

Patna Local Branch

The research project on "Government of Bihar" which the Patna Local Branch had started is in progress and is expected to be completed in the financial year 1971-72.

Poona Local Branch

During the year under report the following meetings were held:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
30.11.70	Shri P. R. Dubhashi, Director, Vaikunth Mehta National Institute of Cooperative Management and Cooperative Bankers' Training College, Poona.	Lecture-cum-Discussion meeting on "Committed Bureaucracy"
15.12.70	Dr. Lucian Sfez, Expert in Administration and Planning	French Experience in Planning — its relevance to developing countries particularly India.

The lecture meeting was arranged under the auspices of Poona Local Branch and the National Productivity Council on the 15th December, 1970.

The research project on "Working of the Committee System in Poona Municipal Corporation" is nearing completion. Only two chapters out of eight remain to be done.

Vallabh Vidyanagar Local Branch

The Branch arranged the following lectures during the year under report:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
28.11.70	Dr. Jyotindra Mehta, Ex-Vice-Chancellor, M. S. University of Baroda.	"Personnel Management—Academic and Non-Academic"
20.12.70	Dr. C. S. Patel, Ex-Vice-Chancellor, M.S. University of Baroda.	"Problems of Financial Higher Education"

IV. FINANCES AND ACCOUNTS

The Institute received from the Government of India, during the year under report, a grant of Rs. 10,50,000 for meeting the recurring expenditure. Out of this, the Government of India deducted Rs. 50,000 at source, towards recovery of first instalment of the grant of Rs. 2,00,000 given to the Institute earlier by the Ministry of Finance to cover expenditure on the Publication: "Framing of India's Constitution". A special grant of Rs. 36,000 was also received during the year under report from the Government of India for meeting expenditure on Interim Relief. Grants-in-aid of Rs. 2,41,408.39 and Rs. 1,75,000 for the Centre for Training and Research in Municipal Administration and for the Executive Development Programme were received from the Department of Health of the Union Ministry of Health, Family Planning, Works, Housing and Urban Development and Department of Personnel of the Cabinet Secretariat, respectively. These grants were exclusive of the unspent balances of the grants amounting to Rs. 4,591.61 and Rs. 13,782.66, respectively. These balances were brought forward from the previous year for utilisation during the year under report. UNICEF gave a grant of Rs. 1,00,000 for the Research Project on "Integrated Services for Children and Youth in Urban Areas". Sums of Rs. 10,000, Rs. 8,000, Rs. 35,000 and Rs. 6,900 against sanctioned grants of Rs. 26,040, Rs. 27,050, Rs. 45,000 and Rs. 19,900 for the studies on "Policing of Cities in India", "Prospective Areas of Expansion for Public Sector", "Pay Research Cell", and "Inventories of Land of Operative Builders in Urban Agglomerations" respectively, were also received during the year and balances of Rs. 16,040, Rs. 19,050, Rs. 10,000 from out of the sanctioned grants of Rs. 26,040, Rs. 27,050 and Rs. 45,000 are expected from the Government during the Current year, viz., 1971-72.

The major payments from out of the recurring grant received by the Institute from the Government of India were on the

following items:

Establishment	7,72,805
Fellowships	13,454
Prizes for Essay Competition, Seminars, Conferences and Foreign Affiliations	23,985
Library (Books, Periodicals & Equipment)	65,192
Publications	54,281
Promotion of Activities of the Branches	45,743
Maintenance of Building, Hostel, Gar- den, Rents, Rates and Taxes and Electricity and Water Charges	2,48,068
Office Expenses, Services & Supplies, Contingencies and Miscellaneous and Office Equipment	1,87,902

Expenditure against the other major grants mentioned above
was as under:

Centre for Training & Research in Municipal Administration	2,25,020
Executive Development Programme	1,70,383
UNICEF Research Project on Integrated Services for Children and Youth in Urban Areas	86,272
Research Project on Policing of Cities in India	14,889
Research Project on Prospective Areas of Expansion for Public Sector	9,540
Inventories of Land of Operative Builders in Urban Agglomerations	3,146
Pay Research Cell	27,650
Expenditure on Special Courses on Per- formance Budgeting	11,844
Courses under Management Develop- ment Programme (Consultancy)	16,513
Survey of Assessment Department of Delhi Municipal Corporation	7,007

The unspent balances of these grants for the year under report will be carried forward to the current year.

Ford Foundation Grants

The position as on March 31, 1971 of the various Ford Foundation grants was as under:

Ford Foundation Grant II

A credit balance of Rs. 13,879.37 was carried forward from the previous year. Out of this amount a sum of Rs 10,457.23 was spent during the year under report and the balance is being carried forward.

Ford Foundation Grant III

A credit balance of Rs. 1,60,370.75 was brought forward from the previous year in respect of Ford Foundation Grant III for ARC work. A sum of Rs. 3,829.27 being the interest given by the First National City Bank of New York which was received during the year, was added to this credit balance.

Expenditure incurred during the year out of the Ford Foundation Grant III amounted to Rs. 1,13,143.79 and the balance is being carried forward.

Ford Foundation Grant IV (No. 68—708)

A credit balance of Rs. 5,92,863.67 was brought forward from the previous year in respect of the Ford Foundation Grant IV for training, research and consultancy activities. In addition to this a sum of Rs. 21,381.23 being the interest given by the First National City Bank of New York was accounted for during the year 1970-71 along with this credit balance.

Expenditure incurred during the year out of the above grant amounted to Rs. 2,56,850.25. The balance is being carried forward.

Ford Foundation Grant V (No. 690—0598)

A credit balance of Rs. 81,071.14 was carried forward from the previous year in respect of the Ford Foundation Grant V.

for training and research in Financial Management. A further sum of Rs. 2,73,926.54 was received in 3 instalments during the year under report, under the provisions of this grant.

Expenditure incurred during the year out of the above receipts under the V Grant, amounted to Rs. 2,25,040.39. The balance is being carried forward.

Total Payments

Total payments on account of all the activities of the Institute during the year under report, including payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and the Government of India, was Rs. 27,36,666.83, excluding closing cash and bank balances, vide the Receipt and Payment Account, the Balance Sheet and the Income and Expenditure Account given in Appendices X, XI and XII respectively.

M/s. S. Vaidyanath Aiyar & Co. continued to work as Honorary Auditors for the Institute.

Budget Estimates for 1971-72

Budget Estimates for the financial year 1971-72 are given in Appendix XIII.

V. CONCLUSION

As members are already aware, there was some difficulty during the first part of the period under review in the appointment of a permanent Director of the Institute. The Executive Council continued the search and was able to make early in January this year an appointment to the post of Director.

The Institute continued to concern itself vigorously with providing training facilities to the personnel of the Central and the State Governments as well as public sector undertakings and municipal governments in the country. In terms of number, quality and the variety of training courses in various fields—Development Administration, Social Policy and Administration, Municipal Administration, Performance Budgeting, Budgeting and Financial Control, Personnel Administration, Administrative Behaviour and Leadership, Modern Aids to Management, Organisation and Management, Management Development in Public Sector Undertakings, Managerial and Financial Control, Project Formulation, Materials Planning, O & M Techniques in Government, Efficient Reading and Effective Listening for Trainers, etc.—the output was both better and more substantial. The number of training courses went up from 25 to 30 and the number of persons who benefited from these training courses rose from 661 in 1969-70 to 741 during the year under review. However, it would not be unfair to express some disappointment in regard to some of these specialised courses where the response was somewhat erratic. Full awareness of the importance of training, particularly in specialised fields, has not yet taken place extensively, particularly at the State and municipal levels. On the other hand, there has been very encouraging response both from Government as well as from public sector undertakings to our rather comprehensive programmes connected with Financial Management and Control and Performance Budgeting and Management Development in public undertakings. This is a heartening portent and it is hoped that the efforts of the Institute will be

duly fortified by the active collaboration of Government and its Departments in giving recognition to the value of training for civil servants of all categories. Sooner rather than later, training at different points in the career of a civil servant would need to be built into the practice and procedures of personnel management.

With a view to establishing much needed contact with universities, the Institute after a lapse of many years organised a special seminar on the subject of 'Teaching of Public Administration in India'. As the premier Institute concerned with the whole field of Public Administration, it was only appropriate that such a discussion should take place. It was gratifying to note that the seminar evoked considerable interest and response and resulted in the setting up of a small working group to go into the details of the subject, especially on the formulation of a right kind of syllabus for the teaching of the subject in our universities and in delineating the role of this Institute in that sphere.

In the field of research within the Institute, financial constraints prevented much activity. It has to be pointed out emphatically that the core budget of the Institute has had no basic provision for internal research, with the result that the Faculty has had to depend on provision of funds for research projects from outside agencies. Whereas such assignments are always welcome, it is necessary that the Institute should build up a strong research base out of its own resources. There was a certain tapering off of research activities after the very valuable work done by the Institute for the Administrative Reforms Commission. The Training and Research Committee of the Institute has given support to proposals for the provision of funds for research in the Institute's core budget. However, things have not been completely at a stand still and a number of projects have been in hand. These are mainly in the field of Financial Management, Personnel Administration and Local Government. Special mention needs to be made of the project being undertaken by the Municipal Centre on 'Integrated Services for Children and Youth in Urban Areas' financed by the UNICEF with the approval of the Department of Social Welfare of the Government of India. Considerable research and compilation work was undertaken by the Institute for the Third Pay Commission and a number of useful reports have emerged.

It is gratifying to note that some of the Regional Branches of the Institute are taking greater interest in organising seminars and discussions in the field of Public Administration. They have also now been undertaking studies and publications. Some of them have come out with newsletters as well. The Institute has given every possible encouragement to the activities of Regional and Local Branches and, where possible, permitted its Faculty to participate in their discussions.

The financial position of the Institute has remained somewhat static over the years. The annual grant-in-aid from the Central Government has not been augmented from time to time whereas the needs of the Institute have been growing. This has hampered rapid expansion of activities, particularly in the field of research and the growth of its academic faculty, so much so that the Institute has not been able to fill up some of the senior academic and other positions which have been lying vacant. An additional burden has been in the shape of the interim relief granted to its employees in the wake of a similar concession to the Central Government employees. It is hoped that Government would come forward to the assistance of the Institute in this regard, keeping in view the fact that one of the principal activities of the Institute during the last about four years has been to render very valuable training services to the Central government. It is time also to expect financial assistance from the State governments to whom we have been rendering equally useful service. The Institute is grateful to the Ministry of Finance, Government of India, for giving it the bulk of its financial resources and to the Ministry of Health, Family Planning & Urban Development for financing its Centre for Training and Research in Municipal Administration. The Training Division of the Personnel Department of the Cabinet Secretariat has been giving substantial financial assistance to help organise numerous training programmes within the Institute and the Institute is grateful to that Department. The Institute acknowledges its gratefulness to the UNICEF for providing funds for conducting studies and surveys for the project on 'Children and Youth' and for enabling the Institute through its Municipal Centre to guide research in this area in several cities in the country.

The Institute is also grateful to the Ford Foundation for its

continued assistance in various ways, particularly in financing activities in the field of research, training and consultancy, Financial Management and for doctoral training abroad on the part of the Institute's Faculty.

The Institute has kept in mind the welfare requirements of its personnel and the linking up of the Institute with the Central Government Health Scheme has been a definite achievement in this sphere. The need to provide more quarters for the staff in the lower pay ranges is very insistent. The Institute has also been encouraging professional development of the Faculty by affording facilities to them for travel and study abroad.

The Institute is beholden to Dr. J. N. Khosla who was the Director of the Institute for over six years for the great interest taken by him in its activities and for giving it proper direction and purpose.

The Institute is grateful to all those who took direct and indirect interest in its activities and gave it constructive support during the year.

APPENDIX I
EXECUTIVE COUNCIL AND ITS COMMITTEES

(As on the 31st July, 1971)

PATRON

Shri V. V. Giri
President of India

EXECUTIVE COUNCIL

President

Smt. Indira Gandhi
Prime Minister of India

Chairman

Shri Asoka Mehta	Formerly Minister of Petroleum & Chemicals and Social Welfare, Government of India.
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Vice-Presidents

Dr. C. D. Deshmukh	Formerly Vice-Chancellor, University of Delhi.
Shri C. Subramaniam	Minister for Planning, Govern- ment of India.
Dr. K. L. Shrimali	Vice-Chancellor, Banaras Hindu University, Varanasi.
Shri Ram Nivas Mirdha	Minister in the Ministry of Home Affairs, New Delhi.
Shri V. P. Naik	Chief Minister of Maharashtra.
Smt. Sushila Rohatgi	Deputy Minister of Finance, Government of India.

Honorary Treasurer

Shri D. L. Mazumdar	Formerly Director, India International Centre, New Delhi.
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Elected Members

Shri N. H. Atthreya	Governing Director, Modern Management Counsel, Management Consultants, Bombay.
Shri Bipin Chandra	Senior Deputy Accountant General (Hq.), Accountant General, Maharashtra, Bombay.
Shri M. K. Chaturvedi	Adviser to the Vice-Chancellor, Banaras Hindu University, Varanasi.
Shri T. N. Chaturvedi	Chief Secretary, Delhi Administration.
Shri P. R. Dubhashi	Secretary, Development, Housing, Panchayati Raj & Co-operation Department, Government of Mysore, Bangalore.
Shri Gopeshwar Nath	Joint Secretary, Ministry of Labour, Employment & Rehabilitation, Government of India, New Delhi.
Shri G. Jagathpathi	General Manager, Bhilai Steel Plant, Bhilai (M.P.)
Prof. Shanti Kothari	Director, Centre of Applied Politics; Visiting Professor, IIPA and ex-M. P.
Prof. M. V. Mathur	Director, Asian Institute of Educational Planning & Administration, New Delhi.
Shri H. M. Patel	Member of Parliament and Chairman, Charutar Vidya-mandal, Vallabh Vidyanagar.

Shri C. A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, Madras.
Shri M. V. S. Prasada Rau	Under Secretary, Ministry of Petroleum & Chemicals and Mines & Metals, Department of Petroleum & Chemicals, New Delhi.
Dr. B. D. Sharma	Collector, Bastar District, Jagdalpur (M.P.)
Shri V. Subramanian	Secretary to Government of Maharashtra, Revenue & Forests Department, Bombay.
Shri C. M. Trivedi	Formerly Member, Planning Commission.
Dr. Ram K. Vepa	Director, Department of Indus- trial Development, Ministry of Industrial Development & Inter- nal Trade, New Delhi.

Co-opted Members

Shri B. Venkatappiah	Chairman, Rural Electrifica- tion Corporation Ltd., New Delhi.
Dr. S. M. Hasan	Dean, Faculty of Law, Aligarh University, Aligarh (U.P.)
Shri P. L. Tandon	Chairman, State Trading Cor- poration of India, New Delhi.
Shri B. C. Mathur	Director of Training & Joint Secretary, Department of Per- sonnel, Cabinet Secretariat, Government of India, New Delhi.

Ex-Officio Member & Secretary

Prof. G. Mukharji	Director, Indian Institute of Public Administration, New Delhi.
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Ex-Officio Members of the Executive Council

(Chairmen of the Regional Branches)

Shri K. N. Anantaraman	Vigilance Commissioner, Government of Andhra Pradesh, Hyderabad.
Shri Utsavbhai Parikh	Chairman, Gujarat Mineral Development Corporation Ltd., Ahmedabad.
Shri K. P. K. Menon	Chief Secretary, Government of Kerala, Trivandrum.
Shri R. P. Naik	Chief Secretary, Government of Madhya Pradesh, Bhopal.
Shri C. A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, Madras.
Shri B. B. Paymaster	Chief Secretary, Government of Maharashtra, Bombay.
Shri R. J. Rebello	Chief Secretary, Government of Mysore, Bangalore.
Shri Biswanath Das	Chief Minister of Orissa, Bhubaneswar.
Smt. J. Anjani Dayanand	Chief Secretary, Government of Pondicherry, Pondicherry.
Mr. Justice D. K. Mahajan	Chandigarh.
Shri B. Mehta	Chairman, Industrial and Mineral Development Corporation, Jaipur.
Shri M. Lal	Chief Secretary, Government of Uttar Pradesh, Lucknow.

STANDING COMMITTEE

Shri Asoka Mehta	Shri H. M. Patel
Shri M. K. Chaturvedi	Shri M. V. S. Prasada Rau
Prof. Shanti Kothari	Shri C. A. Ramakrishnan
Prof. M. V. Mathur	Shri V. Subramanian
Shri D. L. Mazumdar	Dr. Ram K. Vepa

Prof. G. Mukharji

SUB-COMMITTEE ON UTILISATION OF FORD FOUNDATION GRANTS

Shri B. Venkatappiah	Prof. M. V. Mathur
Shri N. H. Atthreya	Director, IIPA

LIBRARY COMMITTEE

Members Nominated by the Executive Council

Shri N. H. Atthreya	Governing Director, Modern Management Counsel, Management Consultants, Bombay.
Dr. B. D. Sharma	Collector, Bastar District, Jagdalpur (M.P.)

Ex-Officio Members

Prof. G. Mukharji
Director, IIPA

Librarian and Reference Officer, IIPA

MEMBERS OF THE FACULTY NOMINATED BY THE CHAIRMAN OF THE EXECUTIVE COUNCIL

Prof. V. Jagannadham	Professor of Social Policy and Administration, IIPA.
Prof. B. S. Narula	Professor in Public Administration, IIPA.

Prof. M. J. K. Thavaraj

Professor in Financial Administration, IIPA

BUILDING ADVISORY COMMITTEE

Chairman

Shri D. L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Members

Engineer-in-Chief, CPWD,
Government of India.

Chief Architect, CPWD.

Financial Adviser, CPWD.

Shri K. N. Butani*

Director, Institute of Applied Manpower Research, New Delhi

Prof. G. Mukharji

Director, IIPA.

*Only for business relating to the building for the Institute of Applied Manpower Research.

APPENDIX II
TRAINING AND RESEARCH COMMITTEE

(As on the 31st July, 1971)

Chairman
Director of the Institute

Outside Expert Members

- | | |
|--|--|
| 1. Shri D. L. Mazumdar, Formerly Director, India International Centre. | 4. Shri B. C. Mathur, Director of Training & Joint Secretary, Department of Personnel, Cabinet Secretariat, Government of India. |
| 2. Prof. M. V. Mathur, Director, Asian Institute of Educational Planning & Administration. | 5. Shri B. B. Lal, Secretary, Department of Personnel, Cabinet Secretariat, Government of India. |
| 3. Shri T. N. Chaturvedi, Chief Secretary, Delhi Administration. | |

Faculty Representatives

Specialised Areas Represented

- | | |
|----------------------------|-------------------------------------|
| 1. Prof. G. Mukharji | Municipal Administration |
| 2. Prof. V. Jagannadham | Citizen Administration |
| 3. Prof. M. J. K. Thavaraj | Financial Control and Budgeting |
| 4. Prof. B. S. Narula | Administrative Theory and Behaviour |
| 5. Dr. S. R. Maheshwari | Organisation and Methods |
| 6. Dr. S. K. Goyal | Industrial Administration |
| 7. Prof. R. C. Goyal | Consultancy |

APPENDIX III
COMMITTEE ON CASE STUDIES

(As on the 31st July, 1971)

1. Shri T. Swaminathan, *(Chairman)*
Cabinet Secretary,
Cabinet Secretariat,
Government of India.
2. Prof. M. V. Mathur,
Director,
Asian Institute of Educational
Planning & Administration,
New Delhi.
3. Shri Govind Narain,
Secretary,
Ministry of Home Affairs,
Government of India,
New Delhi.
4. Shri T. P. Singh,
Secretary,
Ministry of Education,
Government of India.
5. Dr. B. D. Sharma,
Collector,
Bastar District,
Jagdalpur.
6. Dr. A. Avasthi,
Head and Professor,
Public Administration,
Saugar University.

7. Shri M. V. S. Prasada Rau.
Under Secretary,
Ministry of Petroleum & Chemicals and Mines & Metals,
Department of Petroleum and Chemicals,
New Delhi.
8. Shri Bipin Chandra,
Senior Deputy Accountant General (Hq.),
Accountant General, Maharashtra,
Bombay.
9. Shri R. N. Vasudeva,
Joint Secretary.
Department of Rehabilitation,
Ministry of Labour, Employment and Rehabilitation,
Government of India,
New Delhi.
10. Shri P. R. Dubhashi,
Secretary,
Development, Housing, Panchayati Raj & Cooperation
Department,
Government of Mysore,
Bangalore.
11. Shri T. N. Chaturvedi,
Chief Secretary,
Delhi Administration.
12. Dr. Ram K. Vepa, *(Honorary Director, Case
Studies)*
Director,
Ministry of Industrial Development and Internal Trade,
New Delhi.
13. Prof. B. S. Narula, *(Member-Secretary)*
IIPA,
New Delhi.
14. Prof. G. Mukharji,
Director,
IIPA,
New Delhi.

APPENDIX IV
CONSULTANCY SUB-COMMITTEE

(As on the 31st July, 1971)

1. Shri D. L. Mazumdar,
Formerly Director,
India International Centre.
2. Shri G. Jagathpathi,
General Manager,
Bhilai Steel Plant,
Bhilai.
3. Shri N. H. Atthreya,
Governing Director,
Modern Management Counsel,
Management Consultants,
Bombay.
4. Prof. Shanti Kothari,
Director,
Centre of Applied Politics;
Visiting Professor,
IIPA and ex-M.P.
5. Shri P. L. Tandon,
Chairman,
State Trading Corporation of India,
New Delhi.
6. Prof. G. Mukharji,
Director,
IIPA.

APPENDIX V
EDITORIAL BOARD OF THE INDIAN JOURNAL OF
PUBLIC ADMINISTRATION

(As on the 31st July, 1971)

Editor

Shri T. N. Chaturvedi	Chief Secretary, Delhi Administration, Delhi
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Editorial Board

Dr S. P. Aiyar	Reader, Department of Civics & Politics, University of Bombay.
Shri P. R. Dubhashi	Secretary, Development, Housing, Panchayati Raj & Cooperation Department, Government of Mysore, Bangalore.
Prof. Shanti Kothari	Director, Centre of Applied Politics; Visiting Professor, IIPA and ex-M.P.
Prof M. V. Mathur	Director, Asian Institute of Educational Planning & Administration, New Delhi.
Dr. A. R. Tyagi	Professor of Public Administration, National Academy of Administration, Mussoorie.
Dr. Ram K. Vepa	Director, Department of Industrial Development, Ministry of Industrial Development and Internal Trade, New Delhi

Assistant Editor

Shri V. M. Kulkarni

(As on the 31st July, 1971)

Prof. G. Mukharji

Professor of Public Administration (Administrative Theory and Behaviour)

Prof. B. S. Narula

Dr. S. P. Verma*

Dr. R. B. Puri

Shri B. R. Sharma

Shri A. V. Seshanna
(July 10, 1970 to June
14, 1971)

Incharge Case Study Work

Vacant

Professor of Social Policy and
Administration

Prof. V. Jagannadham

Shri N. K. N. Iyengar

Shri N. S. Bakshi

*Presently engaged on Pay Research Studies.

4. CONSULTANCY UNIT

Consultant	Prof. R. C. Goyal
Consultant	Vacant
Senior Management Analysts	{ Dr. S. P. Verma* Shri B. C. Bhasin Dr. V. Gupta
Senior Management Analysts	Vacant (2 posts)
Management Analyst	Shri J. C. Kapur

5. DEVELOPMENT ADMINISTRATION UNIT

Professor of Political Science	Vacant
Training Associate	Vacant

6. FINANCIAL MANAGEMENT UNIT

Professor of Financial Management	Prof. M. J. K. Thavaraj
Programme Consultant (Performance Budgeting)	Shri S. S. Viswanathan
Programme Consultants (4 posts)	Vacant
Reader in Economics	Dr. B. N. Gupta
Technical Associate	Shri A. V. Chaturvedi
Lecturer	Shri K. L. Handa
Training Associate	Shri K. B. Iyer
Research Associate	Shri C. N. Sudarsanan
Research Associate	Shri D. N. Gadliok
Research Officer	Dr. M. L. Lakhera
Training Associate	Mrs. M. Lakshmiswaramma
Statistician	Vacant

*Presently engaged on Pay Research Studies

7. INDUSTRIAL ADMINISTRATION UNIT

Reader in Industrial Administration Dr. S. K. Goyal

Lecturer Vacant

8. MUNICIPAL ADMINISTRATION UNIT (Including UNICEF Project)

Professor of Municipal Administration and Director, Centre for Training and Research in Municipal Administration Prof. G. Mukharji

Joint Project Director Shri Deva Raj

Reader in Municipal Administration { Shri A. Datta
Dr. M. Bhattacharya

Project Specialist Shri V. M. Kulkarni

Project Specialist Vacant

Lecturers { Shri D. D. Malhotra
Shri K. Balachandran

Research Analyst Shri P. L. Takroo

Research Analyst Vacant

Research Officer Shri Mulkh Raj

Statisticians { Shri K. S. R. N. Sarma
Shri P. V. Rao (on extraordinary leave)

Junior Research Analyst Miss Shanta Kohli

Research Assistants { Shri S. D. Dwivedi
Shri B. M. Verma
Shri M. K. Narain

9. ORGANISATION AND MANAGEMENT UNIT

Reader in Organisation and Methods Dr. S. R. Maheshwari

Lecturer Vacant

Research Assistant Shri K. Sadasivan Nair

10. PLANNING UNIT

Professor of Planning Machinery and Process	Vacant
Research Associate	Shri P. J. Vernekar

11. SCIENCE AND GOVERNMENT UNIT

Lecturer	Shri Ved Prakash (on Fellowship abroad)
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12. R.P.C. PROJECT

Project Director	Prof. G. Mukharji
Joint Project Director	Dr. R. S. Arora
Research Assistant	Shri Raj Vir Sharma

SENIOR ADMINISTRATIVE STAFF

Deputy Director	Vacant
Registrar	Shri R. G. Mulgund
Secretary to Director and Assistant Editor	Vacant
Librarian and Reference Officer	Vacant
Deputy Librarian	Shri R. N. Sharma
Superintendent (Office of Training)	Shri V. Ramakrishna
Superintendent (Administration)	Shri S. K. Kohli
Superintendent (Accounts)	Shri A. S. Nagar
Superintendent (Publications)	Shri Om Anand

APPENDIX VII

EXECUTIVE DEVELOPMENT PROGRAMME

Duration and number of participating officers by titles of Courses in chronological sequence.

<i>Sl. No.</i>	<i>Title of the Programme</i>	<i>Duration of the Course</i>	<i>Total Number of Participating Officers</i>
1.	Seventh Course on Performance Budgeting	April 20—30, 1970	32
2.	First Course on Performance Budgeting organised for the Officers of the Government of Rajasthan at the H. C. Mathur State Institute of Public Administration, Jaipur	July 1—3, 1970	44
3.	Ninth Course in Municipal Administration	July 4—August 14, 1970	22
4.	Second Course on Performance Budgeting for the Officers of the Government of Rajasthan at the H. C. Mathur State Institute of Public Administration, Jaipur	July 13—21, 1970	34
5.	Fifth Course on Development Administration	July 20—Aug. 1, 1970	24
6.	Fifth Course on Budgeting & Financial Control	August 3—23, 1970	17

<i>Sl. No.</i>	<i>Title of the Programme</i>	<i>Duration of the Course</i>	<i>Total Number of Participating Officers</i>
7.	Programme for Management Development for officers of the Bureau of Public Enterprises in the Ministry of Finance, Government of India	Sept. 5—Oct. 1, 1970	26
8.	Specialised Course in Municipal Budgeting	Sept. 7—19, 1970	17
9.	Eighth Course in Performance Budgeting	Sept. 8—18, 1970	33
10.	Sixth Course on Development Administration	Sept. 21—Oct. 5, 1970	24
11.	Second Course on Modern Aids to Management	Oct. 12—22, 1970	27
12.	Ninth Course on Performance Budgeting	Oct. 26—Nov. 6, 1970	23
13.	Work Study Course in Municipal Administration	Nov. 2—28, 1970	12
14.	First Course on Social Policy and Administration	Nov. 9—21, 1970	15
15.	Seventh Course on Development Administration	Nov. 23—Dec. 5, 1970	14
16.	Four-day Course on Organisation and Management at the Department of Public Administration, Rajasthan University (organised jointly by IIPA and Department of Public Administration, Rajasthan University)	Nov. 27—30, 1970	15

<i>Sl. No.</i>	<i>Title of the Programme</i>	<i>Duration of the Course</i>	<i>Total Number of Participating Officers</i>
17.	Third Orientation Course on Project Formulation	Dec. 7—11, 1970	25
18.	Special Course on Performance Budgeting for the Officers of the Government of Kerala at Trivandrum organised by the Financial Management Unit of IIPA	Dec. 10—12, 1970	42
19.	Third Orientation Course on Materials Planning	Dec. 19—23, 1970	30
20.	Second Course on Personnel Administration	Dec. 26, 1970—Jan. 8, 1971	38
21.	Techniques of Managerial and Financial Control	Jan. 3—9, 1971	19
22.	First Course for Training Coordinators	Jan. 11—15, 1971	24
23.	Tenth Course in Municipal Administration	Jan. 11—Feb. 20, 1971	13
24.	Fourth Course on Project Formulation	Jan. 18—23, 1971	22
25.	Second Special Course on Performance Budgeting for Public Sector Undertakings	Feb. 8—13, 1971	35
26.	Fourth Orientation Course on Materials Planning	Feb. 15—20, 1971	31
27.	First Course on O & M Techniques in the Government	Feb. 22—27, 1971	28

<i>Sl. No.</i>	<i>Title of the Programme</i>	<i>Duration of the Course</i>	<i>Total Number of Participating Officers</i>
28.	Third Course on Administrative Behaviour and Leadership	March 15—25, 1971	23
29.	Second Course on Social Policy and Administration	March 17—27, 1971	16
30.	Trainers Programme in Effective Reading and Efficient Listening	March 15—April 24, 1971	16
			<hr/> 741 <hr/>

APPENDIX VIII

ACADEMIC CONTRIBUTION MADE BY THE FACULTY AND THE OTHER RESEARCHERS OF THE INSTITUTE

This statement shows individual research and academic work undertaken by the members of the Faculty. It does not mention the courses organised by them within the Institute or their participation in seminars and courses organised by the Institute as part of its normal activity.

Dr. J. N. Khosla

(up to 31st December, 1970)

Participated in the National Convention on "Centre-State Relations", Delhi (3—5 April, 1970).

Presented a paper on the Role of Institutes of Public Administrations as Consultants to the Conference of Directors and Principals of Institutes of Public Administration in the Commonwealth, Nairobi (April 1970).

Gave a talk at the IIPA Ajmer Local Branch on "Civil Servants, Today" (November 1970).

Prepared a General Rapporteur's paper based on 15 country Reports for the Rome Conference of the International Institute of Administrative Sciences (1971) on "Participation of Users or Directly Connected Persons in Public Administration" (December 1970).

Prof. G. Mukharji

Participated in a seminar on "Local Government" at the National Academy of Administration, Mussoorie (April, 1970): presided over a session.

Participated in a seminar organised by the Regional Centre for Research and Training in Municipal Administration, Lucknow (August 1970).

Participated in the Annual Training Conference of the Personnel Department of the Cabinet Secretariat, Government of India, on "Training in Government—Challenges of the Seventies": Presided over a session (November 1970).

Gave talks on topics connected with Municipal Administration, at the Regional Centre for Research and Training in Municipal Administration, Lucknow (April, July, October, November, 1970).

Gave a talk at the National Institute of Health Administration and Education on "Municipal Administration" (September 1970).

Gave two talks at the National Academy of Administration, Mussoorie, "Problems of Urbanization and Town Planning" (November 1970).

Wrote a paper for the United Nations on "Local Government Reform in India".

Reviewed books *Under Two Masters* by Shri N. B. Bonarjee and *Men Will one day reach the Point* by Hermann Zicok, on the All India Radio (June, 1970).

Was a member of the Advisory Committee of the Regional Centre for Municipal Administration, Lucknow.

Was a member of the Advisory Committee, Bureau of Police Research and Development, Ministry of Home Affairs, Government of India.

ADMINISTRATIVE THEORY AND BEHAVIOUR UNIT
(Including Personnel Administration)

Prof. B. S. Narula

Research: Has in hand two articles on: Role and Working of the Administrative Reforms Development Administration: a Conceptual Framework

Published the following articles:

- (1) "Professional Management in Government" National Investment & Finance Weekly (November 13, 1970).
- (2) "Election Manifestoes and Administrative Reforms" (Young India, March 4, 1971).
- (3) "Basic Reforms and Political Commitment" (Young India, March 11, 1971).

Presented a Working paper on "The Challenges to Public Administration in 1970" to the IIPA Members 14th Annual Conference (October 24, 1970).

Wrote and presented a joint paper, with Shri R. B. Puri, on "Higher Teaching of Public Administration in India—Some Reflections" for the IIPA Seminar on "Teaching of Public Administration in India" (March 29-30, 1971).

Prepared a paper on "National Administrative Requirements for Development and Technical Cooperation in the 1970s in the ECAFE region".

Participated in: Seminar on "Economic Growth in Sixties and Projections for Seventies" organised by National Investment and Finance, New Delhi (November 13—15, 1970).

Participated in a seminar on "The Challenges to Public Administration in the 1970s" organised by the IIPA Regional Branch, Chandigarh in cooperation with Department of Public Administration, Panjab University (March 13—14, 1971).

Reviewed "Management of Organisational Behaviour" by Paul Hersey and Kenneth H. Blanchard, in *Management in Government*, Oct-Dec. 1970.

Served as a short-term Consultant in Public Administration to the Economic Commission for Asia and the Far East of the United Nations (August 17 to October 6, 1970).

Is guiding a Ph.D. student.

Was Assistant Editor, Indian Journal of Public Administration, April-June 1970.

Shri A. V. Seshanna

Completed monographs on Civil Service and Salary Systems in France, the U.K. and the U.S.A.

Has in hand monographs on Civil Service and Salary Systems in (i) West Germany, (ii) Nigeria, and (iii) Canada.

Dr. S. P. Verma

Undertook a study tour of South East Asia, Australia and Japan to conduct a survey of the Civil Service and Salary Structures.

Completed Reports for the Third Central Pay Commission on the Civil Service and Salary System in Japan.

Shri R. B. Puri

Contributed a paper (jointly with Prof. B. S. Narula) on "Higher Teaching in Public Administration in India—Some Reflections" to the IIPA Seminar on "Teaching of Public Administration in India" (March 1971).

Prepared an exhaustive bibliography on Administrative Behaviour and Personnel Administration.

CITIZEN ADMINISTRATION UNIT

Prof. V. Jagannadham

Was a member of the Research Committee of the National Institute of Community Development, Rajendra Nagar, Hyderabad.

Was a member of Committee on Revision of the Publication "Social Legislation".

Was overseas correspondent of journals

(i) Development and Change (Netherlands); (ii) Social Policy (U. K.); and (iii) Annals of Public and Cooperative Economy.

Was a member of the Selection Committee on Union Ministry of Education for Selection of Overseas Scholars.

Guided three students of the Delhi University for their Ph.D degrees.

Attended

A Seminar on "Problems of Property Tax Administration", organised by the Regional Centre for Training and Research in Municipal Administration, Osmania University, Hyderabad, April—May, 1970.

A Seminar on "All India Hospital Administration", organised by the Coordinating Agency for Health Planning, December 1, 2 and 3, 1970.

A Seminar on "Problems of Unemployment in India" organised by the Institute of Constitutional and Parliamentary Studies, December 5, 1970.

A Seminar on "Productivity Bonus", organised by Shri Ram Centre for Industrial Relations, September 22, 1970.

A Seminar on "Social Work Education—Problems and Challenges", organised by the Delhi School of Social Work, December 14 and 15, 1970.

Acted as Chairman of Panel Discussion of Reducing the Age for voting in India, India International Centre, February 9, 1971.

Lectures Delivered

"Mobilisation of People's participation for Social Welfare for the Voluntary Workers and Officials of Andhra Pradesh" organised by the Central Institute of Research and Training in Public Cooperation, May-June, 1970.

"Housing Construction and Building Bye-Laws", organised by the National Building Organisation & U.N. Regional Housing Centre for ECAFE Region, November 25, 1970.

"Redressal of Citizens' Grievances" organised by the Centre for Research and Training in Municipal Administration, New Delhi, February 12, 1971.

"Community Action Programmes for Prevention of Delinquency" organised by Bureau of Police Research and Development (Two talks); February 17th and 18th, 1971.

Prepared the following Papers and Articles:

"Property Tax Administration: Problems of Assessment Levy and Collection with Special Reference to the Municipal Corporation of Delhi", written by V. Jagannadham M. V. Narayan Murthy for the Seminar on Tax Administration held by the Regional Centre for Training in Municipal Administration, Department of Public Administration, Osmania University, Hyderabad.

"Democracy—Theory and Practice": *Prasarita*. July-September, 1970 (Telugu Quarterly).

"Settlement of Industrial Disputes" (Indian Labour Economic Conference), October 1970.

"Administration of Welfare Programmes for Weaker Sections" *Indian Journal of Public Administration*, July-September, 1970.

"Housing and Building Bye-laws" (November, 1970) for N.B.O., Training Programme for Trainees for ECAFE).

"Ombudsman Pros and Cons", *Nagarloka*, December, 1970.

"Contribution by the United Nations to Social Defence in the Context of Overall National Development", October, 1970.

Shri N. K. N. Iyengar

Wrote the following articles and papers:

"The U.S. Space Administration" published in *National Herald*, April 14, 1970.

"I. C. S. and the Constitution", published in *National Herald*, April 20, 1970.

"Voting Patterns in the Elections of the President and Vice-President", published in *Election Archives*, April, 1970.

The Framing of India's Constitution, January 26, 1971, *National Herald*, New Delhi.

The problem of the Scheduled Caste in India, *Social Democracy*, Aug.-Sept. Issue.

The Backward classes—the problem of the Scheduled Castes. Research—a paper prepared for the course in Social Policy and Administration.

The Directive Principles of the Constitution—its intention, interpretation and implementation.

Did editing of the publication: "Organisation of the Government of India".

Shri N. S. Bakshi

Worked as joint author with Prof. V. Jagannadham on the following two books:

- (a) Citizen and Municipal Bureaucracy; and
- (b) Property Tax Administration.

CONSULTANCY UNIT

Prof. R. C. Goyal

Was the Honorary General Secretary of Indian Society for Training and Development, New Delhi and a member of its Executive Committee.

Was a member of a committee formed for the organisational structure of the Railway Board, by the Ministry of Railways, Government of India.

Published a book; "Problems in Personnel & Industrial Relations", National Publishers, New Delhi, 1971.

Participated in: All India first convention of the Indian Society for Training and Development, March 1971.

Attended All India Management Convention, New Delhi, 1971.

Participated in a seminar organised by the Shriram Centre for Industrial Relations, New Delhi, on "Free Collective Bargaining Vs. State Regulation of Industrial Relations" (March, 1971).

Attended a conference on "Tourism" organised by the All India Management Association.

National conference on "Education and Training in Personnel Management" Bombay (January 1971).

Published an article on: "The Appreciating Assets", Lok Udyog.

Reviewed "Management Training in Organisation" by Prof. Ishwar Dayal of All India Institute of Management, Ahmedabad.

Evaluated a book "Quantitative Disciplines in Management Decisions" by Levin and Lamone for the Ministry of Education.

Papers Written:

The following two papers presented at the Institute of Applied Manpower Research, New Delhi:

- (a) Manpower Planning and Development; and
- (b) Personnel Management for Administrators.

Delivered two lectures at the National Academy of Administration, Mussoorie (U.P.)

Presented a paper on "Dynamics of Power in Industrial Relations" at the Administrative Staff College of India, Hyderabad (December 1970).

Shri B. C. Bhasin

Attended seminar on Computers held by IBM, New Delhi, (July 1970).

Dr. Virendra Gupta

Has in hand an "Advertisement Research Survey".

DEVELOPMENT ADMINISTRATION UNIT

Prof. N. Srinivasan

(Upto 31st December, 1970)

Prepared a basic paper for the National Convention on "Centre-State Relations", April 3—5, 1970.

Completed the study of "The Indian Political Systems".

Prepared a bibliographical Survey of Indian State Politics for Indian Council of Social Science Research.

FINANCIAL MANAGEMENT UNIT

Prof. M. J. K. Thavaraj

Contributed a paper on "Application of Modern Management Techniques to Educational Administration" to a Seminar (9-10 November, 1970) organised by Asian Institute of Educational Planning and Research.

Contributed a paper on "Economic Growth in Sixties—Projection for Seventies" to a Seminar (15 November, 1970) organised by National Investment and Finance.

Presented a paper on "Problems of India's Economic Development" to a Seminar (13—15 November, 1970) organised by Scholars' Foundation.

Contributed a paper on "Systems Analysis" to a symposium (23 December, 1970) conducted by Ministry of Defence, Government of India.

Gave a talk on "Problems of Resource Mobilization in the States" under the auspices of IIPA's Madras Regional Branch (June 1970).

Gave a talk in "The Creative Financial Management" seminar (June 1970) organised by the Small Scale Industries Corporation on "Management Objectives".

Gave talks on: "Performance Budgeting" at the Osmania University; "Performance Budgeting" at the National Institute of Health Administration and Education; "PPBS" at the Railway Board's Officials Association"; "Performance Budgeting" at the Panjab University; in the Programme Evaluation Organisation of the Planning Commission.

Reviewed two books "Management Accounting" by W. M. Harper and "The Strategy of Planning in India" by A. Vasudevan for the Ministry of Education (April 1970) and Economic and Political Weekly (January 1971).

Had been (i) a member of Taxation and Resources Enquiry Committee, Government of Punjab; (ii) Chairman, Sub-Committee on Taxes, Government of Punjab; (iii) an Expert Member, Board of Assessment for Technical and Professional qualifications, Ministry of Education and Youth Services; and (iv) a member, Foreign Scholarships Selection Committee, United States Educational Foundation in India.

Rendered assistance to the training programme of the Railway Officers' College, Baroda.

Shri S. S. Viswanathan

Completed study of Application of Performance Budgeting in the C.P.W.D. (jointly with Shri A. V. Chaturvedi).

Published an article on "Performance Budgeting in India—A review of the developments, present status and prospects" in the Indian Journal of Public Administration (April-June 1970).

Gave two talks on 'Performance Budgeting' at the Institute of Economic Growth.

Participated as a speaker in the training programme of (i) the Secretariat Training School in Delhi; (ii) H.C. Mathur State Institute of Public Administration, Jaipur; (iii) in Government of Uttar Pradesh; and (iv) Programme Evaluation Organization, Planning Commission.

Shri C. S. Parthasarthy

(Upto 31st December, 1970)

Participated as speaker in the training programmes of (i) Secretariat Training School, New Delhi; (ii) H. C. Mathur, State Institute of Public Administration, Jaipur; and (iii) All India Management Association.

Dr. B. N. Gupta

Completed an analytical study of State Financial Corporations.

Has in hand a study of Financial Management in Selected Public Sector Undertakings.

Published a book titled Indian Federal Finance and Budgeting Policy.

Published an article on "Socialism—Too Much Cry, Less Realism" in Economic Studies.

Participated as a speaker in the training programmes organised by Secretariat Training School, New Delhi.

Shri A. V. Chaturvedi

Completed study of Application of Performance Budgeting in the C.P.W.D. (Jointly with Shri S. S. Viswanathan).

Shri K. L. Handa

Participated in the annual session of Indian Economic Conference (Gauhati—December, 1970).

Completed the monograph on "Financial Control and Delegations" for the IIPA.

Has in hand a case study on "System of Accounts and Audit in Goa Administration".

Published an article on "Rationale of the Indian Financial Year" in the Indian Journal of Public Administration (April-June, 1970).

Gave talks in the training programmes organised at (i) Secretariat Training School, New Delhi; (ii) H. C. Mathur State Institute of Public Administration, Jaipur.

Shri K. B. Iyer

Updated the bibliographic Survey on Budgeting and Financial Control in India (Jointly with Mrs. M. Lakshmi-swaramma).

Published an article on "Role of Indian Institute of Public Administration in the development of Performance Budgeting in "Office Management" (Jan.-Feb. 1971), New Delhi.

Shri C. N. Sudarsanan

Completed studies on Working Capital Management in (i) Modern Bakeries (I) Ltd.; (ii) Fertilizer Corporation of India—Nangal Unit; and (iii) Fertilizer Corporation of India—Trombay Unit.

Has in hand monograph on Working Capital Management in 22 selected public sector undertakings.

Participated as a speaker in the training programme of the Secretariat Training School, Delhi.

Shri D. N. Gadhok

Has in hand a study of Parliamentary Committee on Public Undertakings and its effectiveness.

Published an article on "Public Sector in Parliament" in *Lok Udyog*, April, 1971.

Participated as a speaker in the training programme of (i) Secretariat Training School, Delhi; (ii) Management

Training Institute, Hindustan Steel Ltd., Ranchi; (iii) Local Self-Government Institute, Bombay.

Wrote an article "Laws of Meetings of Municipal Corporations" to be published in the *Nagarlok*.

Dr. M. L. Lakhera

Has in hand a study of "Financial Planning and Evaluation of Hindustan Steel Ltd.

Published an article on "Production Functions for Public Sector Manufacturing in India" in Indian Journal of Economics (January 1971).

Shri P. N. Balu

Has in hand a study of the Directorate of Animal Husbandry, Haryana and Punjab.

Participated as a speaker in the training programme of the National Academy of Administration, Mussoorie.

INDUSTRIAL ADMINISTRATION UNIT

Dr. S. K. Goyal

Research Completed: Sugar Industries in U.P. three papers: (i) Principles of Compensation, (ii) Organisational Structure for Sugar Industry in U.P., and (iii) Concept and Measurement of Joint Industrial Sector.

Research in Progress: (i) Nature of concentration in India (a comprehensive study of the problem); (ii) Survey of Industrial revolution.

Was a member of Research Programme Committee of the Department of Company Affairs, Government of India.

Was a member of Advisory Council on Trade, Ministry of Foreign Trade, Government of India.

Was a member of a Sub-Committee on Economic Development and Concentration of Economic Power, Ministry of Company Affairs.

Participated in National Seminar on Industrial Policy and 4th Plan, University of Bombay, March, 1971.

Participated in National Seminar on Employment, Osmania University and Administrative Staff College, Hyderabad October, 1970.

Study Tour Abroad: During October, 1970 to January, 1971 spent three months abroad and visited USSR, Sweden, U.K, France, Canada, USA, Tokyo and Japan. During the stay abroad visited, delivered lectures and initiated discussions at the following Institutions:

Board for Freedom of Commerce (Stockholm);

The Institute of International Economics (Stockholm);

London School of Economics (London);

Cambridge University;

Sussex University;

Ministry of Industries and Finance (Paris);

MacGill University;

Harvard University;

Department of Justice (Washington);

Federal Trade Commission;

University of California, Los Angeles and Southern California University; and

Institute of Developing Economics (Tokyo).

MUNICIPAL ADMINISTRATION UNIT

Shri Deva Raj

Participated in "Convention on Centre State Relations" at the Indian Law Institute, New Delhi, April 3—5, 1970 and contributed a paper jointly with Mr. Gian Prakash on "Centre-State Relations in Health and Family Planning Programmes".

Attended a Seminar on Local Government, National Academy of Administration, Mussoorie—April 6 to 10, 1970; contributed two papers and presided over joint session.

Attended Seminar on Tax Administration, Osmania University, Hyderabad and submitted a paper on "Some Aspects of Municipal Tax Administration", April 1970.

Attended a meeting of experts convened by Local Government Section of the Public Administration Division of U.N. held in West Germany in collaboration with the West German Foundation, September 1970; Worked as Reporter of the English speaking group and assisted the General Reporter.

Participated in the Seminar on "Pre-School Child" at Madras, December 14 to 19, 1970 organised by the International Children's Centre, Paris, the Indian Council of Child Welfare. UNICEF and other National and International, inter-governmental and non-governmental agencies.

Attended a Seminar on Urbanisation, held by the South Gujarat University, Surat (January 23—25, 1971), and contributed paper on Rural-Urban Relationship and Regional Development and presided over one of the sessions.

Gave guidance to Doctoral candidates of the Public Administration Department of the Panjab University on the Administrative set-up of Chandigarh and Municipal Enterprises in Delhi.

The following articles were written:

"Training in Municipal Administration" to be published as part of a book on Municipal Government by Sagar University.

Comments on basic paper on "Credit Institutions for Local Authorities". Submitted to the Public Administration Division of the United Nations.

"Staff Management in Municipal Administration", *Nagarloek*, October-December 1970.

Continued to work as Additional Secretary of the Commission of Enquiry on the finances of DMC and NDMC.

A report on the functions of New Delhi Municipal Committee and allied questions was finalised and submitted by the Commission to the Ministry of Home Affairs. Another final report on Expenditure Aspects of the Municipal Corporation of Delhi is practically ready for submission to the Ministry by end of April 1971.

Assisted the Ministry of Health, Family Planning, Works, Housing and Urban Development and the Government of West Bengal in preparing draft legislation for Taxes on the Entry of Goods into the Calcutta Metropolitan area and for Calcutta Metropolitan Development Authority. Also submitted notes on finances and establishment matters in the Calcutta Corporation and the Howrah Municipality.

Functioned as member of the panel of experts for the selection of capital site for Nagaland.

Appointed member of a Committee for suggesting changes in the U.P. Nagar Mahapalika Adhiniyam and other Municipal Acts by Government of the Uttar Pradesh, March, 1971.

Gave Talks:

- (1) At Regional Centre at Lucknow, on
 - (a) Rural-urban Relations,
 - (b) Metropolitan Growth and Urban Development and
 - (c) Reforms in Municipal Administration.
- (2) At Regional Centre at Osmania University, Hyderabad, in December, 1970, on "Local Government and Administration in Delhi".
- (3) At the School of Planning and Architecture, New Delhi; eight talks on Local Government in India with special reference to problems of Urban Administration.
- (4) At the Central Institute of Training in Public Cooperation on (a) "Public Forum and Development" and (b) "Slum Clearance and Improvement".

Shri A. Datta

Participated in the "National Convention on Centre-State Relations" at the Indian Law Institute, April 3—5, 1970.

Attended the annual Training Conference, organised by the Training Division, Central Department of Personnel, November 19—20, 1970.

Participated in the 4th "Regional Science Seminar" at the School of Planning and Architecture, New Delhi, November 20 and 21, 1970.

Participated in the panel discussion on "Reorganising Delhi" at the India International Centre, November 23, 1970.

Published a book titled

Urban Government, Finance and Development, World Press, Calcutta (October, 1970).

Wrote the following Articles:

"Reforms in Municipal Financial Administration", in *Nagarlok*, Special Issue, 1970.

"Municipal Training in India: The IIPA Experience" (to be published).

Reviewed the following books:

Municipal Finance in Marathwada, by V. K. Pande, *Nagarlok*, July-September, 1970.

Economic and Political Weekly, March 13, 1971.

Metropolitan Finance in a Developing Economy: Ahmedabad Municipal Corporation—A Case Study, by Mahesh Bhatt and M. S. Trivedi, *Economic and Political Weekly*, March 13, 1971.

Was a member of the Examination Board, Institute of Town Planners, India.

Delivered a talk on 'Economics of Rent Control' to the participants of the N.B.O. Course on Housing at Nirman Bhavan, November 9, 1970.

Delivered a lecture on 'Problems of Local Government in India' at the State Institute of Community Development and Panchayati Raj, at Udaipur, February 11, 1971.

Delivered a series of lectures on 'Municipal Capital Budgeting' to the students of the school of Planning and Architecture, March 24-27, 1971.

Dr. M. Bhattacharya

Participated in a seminar on 'Promotion Policies and the Concept of Meritocracy', organised by the National Police Academy, Mt. Abu (Rajasthan), November 10 and 11, 1970.

Completed report on research project "State-Municipal Relations in India" jointly with Shri A. Datta (in the press).

Completed Field Work for the research project on "Policing of Medium-sized Cities in India" undertaken by Bureau of Police Research and Development, Ministry of Home Affairs, Government of India. The final report is under preparation. (Shri Mulkh Raj is the Research Associate for the project).

Published a book titled:

Essays in Urban Government, World Press, Calcutta (May 1970).

A book titled *State-Municipal Relations: A Functional Analysis*, is ready for publication.

Published the following articles:

"State Agency for Municipal Supervision in India", *Journal of Administration Overseas*, Vol. IX, No. 3, July 1970.

"Training in Municipal Administration", for a volume on training to be compiled by the National Academy of Administration, Mussoorie (U.P.)

"Reorganisation of Municipal Government", *Nagarlok*, Special Issue, 1970.

Wrote following Book Reviews:

Review of Urbanization in India, by Ashish Bose, Nagarlok, July-September, 1970.

The Municipal Administration in India, by R. K. Bhardwaj, *Journal of Constitutional and Parliamentary Studies*, January-March, 1971.

Edited the seminar proceedings on "Cabinet System in Municipal Government", published by the IIPA's Municipal Centre.

Worked as *Assistant Editor of Nagarlok* a quarterly Journal of Civic Affairs of the CMA (IIPA).

Delivered a lecture on "Municipal Government in India" at the National Academy of Administration, Mussoorie (U.P.), November 26, 1970.

Delivered a lecture on the "Report of the Royal Commission in England and its relevance to India" at the Institute of Public Administration, Lucknow, December 7, 1970.

Edited the seminar proceedings on "State Machinery for Municipal Supervision" organised by CMA (IIPA). (In press)

Shri V. M. Kulkarni

Directed a Seminar on "The Pre-School Child" (11-19 December, 1970) organised by the International Children's Centre, Paris, and the Indian Council for Child Welfare, Delhi with the help of Government of India, UNICEF and other national and international agencies.

Prepared and presented a Survey Report on "Status of Services for the Pre-School Child in India" to the Seminar on the Pre-School Child (Madras, 14-19 December, 1970).

Wrote a paper on "Training for Social Welfare Administration" for an edited Volume titled "Administrative Training in India".

Was a guest speaker in Training programme for executives of Voluntary Social Welfare Agencies (national and state level) organised by the Central Institute for Training and Research in Public Cooperation. The theme of the lecture being "Relationship between the Chief Executive and the Staff".

Worked as Assistant Editor of Indian Journal of Public Administration from July 1, 1970.

Published articles with the following titles in an English daily of Delhi:

- (i) Citizen Participation Vital to Democracy; and
- (ii) Attention Mr. Minister.

Shri D. D. Malhotra

Delivered two lectures—one on Public Administration in India and the other on Development Administration at the Defence Institute of Work study, Mussoorie (U.P.)

Reviewed "Municipal Work Study by J. G. Millward" for *Nagarlok* (Oct.-Dec. 1970).

ORGANIZATION AND MANAGEMENT UNIT

Dr. S. R. Maheshwari

Participated in the annual session of the Indian Political Science Association.

Was member of the Foreign Scholarship Selection Committee.

Published the following two books:

- (i) *Evolution of Indian Administration* (Agra, Lakshmi Narain Agarwal, 1970, pp. 324).
- (ii) *Local Government in India* (New Delhi, Orient Longman, 1971, p. 394).

Books in the Press

- (i) *Government through Committees* (New Delhi, IIPA).
- (ii) *The Administrative Reforms Commission* (Agra, Lakshmi Narain Agarwal).

Wrote the following Articles:

- (i) "The Indian Bureaucracy, Its Profile, Malady & Cure", Indian Journal of Political Science, July-Sept. 1970, pp. 222-37.
- (ii) "The Centre-State Consultative Machinery in India", Indian Journal of Public Administration, July-Sept. 1970, pp. 430-52.
- (iii) "Municipal Reforms Since Independence" Nagarlok, Oct.-Dec., 1970, pp. 13-25.
- (iv) "Teaching of Public Administration in India"—A Working Paper for the Seminar on Teaching of Public Administration in India held in March, 1971, by the IIPA.

Wrote the following book reviews:

- (i) The Bombay Civic Election of 1968 (Bhade & Rao) Nagarlok.
- (ii) The Organisation of the Government of Uttar Pradesh (Zaheer & Gupta) *India Quarterly*.

PLANNING UNIT

Prof. H. K. Paranjape

(Upto 6th August, 1970)

Had in hand "Planning Commission—Organization and Functioning: a Comprehensive Study".

Revised and published booklets on:

- (i) Re-organised Planning Commission—a study in the Implementation of Administrative Reforms; and
- (ii) Centre-State Relations in Planning.

Completed the Bibliographical Survey on

- (i) Planning; (ii) Project Planning; (iii) Regulation of Public Enterprises; and (iv) Science and Government.

VISITING PROFESSOR

Prof. Shanti Kothari

Is Working on a study: "Relations between Politicians and Administrators at the District Level (Bhavnagar).

Delivered lectures/participated in seminars at various academic institutions in the U.K., France, Switzerland, GDR, Holland and Federal Republic of Germany during lecture-cum-study tour abroad (June-July, 1970).

Delivered a lecture on Current Political Trends—Government College, Gurgaon (October 28, 1970).

Participated in a seminar on Law and Order in a Developing Society—National Academy of Administration, Mussoorie (November 27—29, 1970).

Participated in the discussion group on "Decolonisation and the UN"—Institute of Constitutional and Parliamentary Studies, New Delhi (December 14, 1970).

Addressed the students of College and School of Commerce, University of Rajasthan, Jaipur (December 16, 1970).

Participated in the National Seminar on International Cultural Cooperation—Indian National Commission for Cooperation with UNESCO, New Delhi (March 15, 1971).

R. P. C. PROJECT

Dr. R. S. Arora

Is working on the Research Project titled "Prospective Areas of Expansion for the Public Sector".

APPENDIX IX
OFFICE-BEARERS OF THE REGIONAL AND
LOCAL BRANCHES

(As on the 31st July, 1971)

REGIONAL BRANCHES

1. ANDHRA PRADESH

Office-bearers:

Chairman (Executive Council)	Shri K. N. Anantaraman, I.C.S., Vigilance Commissioner, Andhra Pradesh, Hyderabad.
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Honorary Secretary	Shri B. P. R. Vithal, I.A.S., Secre- tary to Government of Andhra Pradesh, Department of Planning, Hyderabad.
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Membership:

Ordinary	109
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Life	12
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Corporate	13
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2. GUJARAT

Office bearers:

Chairman (Executive Council)	Shri Utsaybhai S. Parikh, Chairman, Gujarat Mineral Development Cor- poration Ltd., Ahmedabad.
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Honorary Secretary	Shri B. V. Patel, Director, Directo- rate of Drugs Control Administra- tion, Gujarat State, Ahmedabad.
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Membership:

Ordinary	46
Life	4
Corporate	5

3. KERALA

Office-bearers:

Chairman (Executive Committee) Shri K. P. K. Menon, Chief Secretary to the Government of Kerala, Trivandrum.

Honorary Secretary Shri T. J. Paily, Deputy Secretary, (Revenue Department), Government of Kerala, Trivandrum.

Membership:

Ordinary	55
Life	7
Corporate	10

4. MADHYA PRADESH

Office-bearers:

Chairman (Executive Committee) Shri R. P. Naik, Chief Secretary, Government of Madhya Pradesh, Bhopal.

Honorary Secretary Shri G. L. Shukla, C/o Lal Bahadur Shastri Institute of Public Administration, Bhopal.

Membership:

Ordinary	159
Life	6
Corporate	9

5. MADRAS

Office-bearers:

Chairman (Executive Committee) Shri C. A. Ramakrishnan, I.C.S., (Retd.), Formerly Chief Secretary, Government of Tamil Nadu.

Honorary Secretaries

1. Shri H. K. Ghazi, Secretary, Home Department, Government of Tamil Nadu.
2. Shri R. K. Swamy of M/s. Walter Thompson & Co.

Membership:

Ordinary	232
Life	9
Corporate	14

6. MAHARASHTRA

Office-bearers:

Chairman (Executive Committee) Shri B. B. Paymaster, Chief Secretary, Government of Maharashtra, Bombay.

Honorary Secretary Shri V. Subramanian, Secretary to the Government of Maharashtra, Revenue and Forests Department, Bombay.

Membership:

Ordinary	164
Life	42
Corporate	15

7. MYSORE

Office-bearers:

Chairman (Executive Committee) Shri R. J. Rebello, Chief Secretary, Government of Mysore.

Honorary Secretary	Shri V. Balasubramanian, I.A.S., Secretary, Planning Department, Government of Mysore.
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Membership:

Ordinary	95
Life	4
Corporate	8

8. ORISSA

Office-bearers:

Chairman (Executive Committee)	Shri Biswanath Das, Chief Minister of Orissa.
Honorary Secretary	Shri A. K. Ray, I.A.S., Secretary to Government of Orissa, Finance Department, Bhubaneswar.

Membership:

Ordinary	60
Life	10
Corporate	5

9. PONDICHERRY

Patron	Shri B. D. Jatti, Lt.-Governor, Pondicherry.
Chairman	Smt. J. Anjani Dayanand, Chief Secretary, Government of Pondicherry.
Honorary Secretary	Shri S. Seetharaman, Under Secretary, Appointments Department, Pondicherry.

Membership:

Ordinary 59

10. PUNJAB, HARYANA AND CHANDIGARH

Office-bearers:

Chairman	Mr. Justice D. K. Mahajan
Honorary Secretary	Shri J. D. Sharma, Managing Director, Haryana State Industrial Development Corporation Ltd., Chandigarh.

Membership:

Ordinary	94
Life	14
Corporate	11

11. RAJASTHAN

Chairman (Executive Committee)	Shri B. Mehta, Chairman, Industrial and Mineral Development Corporation, Jaipur.
Honorary Secretary	Shri Ram Singh, Principal, H. C. Mathur State Institute of Public Administration, Jaipur.

Membership:

Ordinary	69
Life	7
Corporate	6

12. UTTAR PRADESH

Office-bearers:

Chairman (Executive Committee)	Shri M. Lal, Chief Secretary, Government of Uttar Pradesh.
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Honorary Secretary	Shri Jagdeo Gupta, Officer on Special Duty (O & M), General Administration Department (Re-organisation), Government of Uttar Pradesh, Lucknow.
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Membership:

Ordinary	103
Life	18
Corporate	14

LOCAL BRANCHES

1. AJMER

Office-bearers:

President	Shri G. B. K. Hooja, Chairman, Board of Revenue for Rajasthan, Ajmer.
Secretary	Shri Satya Narain Singh, Secretary, Urban Improvement Trust, Ajmer.
Joint Secretary	Shri J. P. Gupta, Correspondent, All India Radio, Ajmer.

Membership:

Ordinary	24
Corporate	4

2. BARODA

Office-bearers

Chairman (Executive Committee)	Dr. C. S. Patel, Vice-Chancellor, M. S. University of Baroda.
Honorary Secretary	Shri R. Parthasarathy, Commissioner, Municipal Corporation, Baroda.

Membership:

Ordinary	18
Life	3
Corporate	2

3. JAMMU & SRINAGAR

Membership:

Ordinary	11
Life	2
Corporate	5

4. KOLHAPUR

Office-bearers:

Chairman	Dr. A. G. Pawar, Vice-Chancellor, Shivaji University, Kolhapur.
Honorary Secretary & Director	Shri N. D. Sakharikar, Head of the Department of Politics, Shivaji University, Kolhapur.

Membership:

Ordinary	23
Corporate	1

5. NAGPUR

Office-bearers:

President	Dr. N. R. Deshpande, Head of the Department of Politics, University of Nagpur.
Honorary Secretary	Shri M. K. Deshmukh, Lecturer, Department of Public Adminis- tration, University of Nagpur.

Membership:

Ordinary	14
Life	1
Corporate	1

6. PATNA

Office-bearers:

Chairman (Executive Committee)	Shri S. V. Sohoni, Chief Secretary, Government of Bihar.
Honorary Secretary	Shri P. S. Kohli, Commissioner of Excise, Bihar, Patna.

Membership:

Ordinary	20
Life	2
Corporate	4

7. POONA

Office-bearers:

Chairman	Dr. B. P. Apte, Vice-Chancellor, University of Poona, Poona.
Honorary Secretary	Shri N. R. Inamdar, Reader in Politics, University of Poona, Poona.

Membership:

Ordinary	18
Life	6
Corporate	2

8. SHILLONG

Office-bearers:

Chairman (Executive Committee)	Shri A. N. Kidwai, I.C.S., Secretary, Government of Assam.
Honorary Secretary	Shri N. N. Mukherjee, I.A.S., Secretary to Government of Assam, Finance Department, Shillong.

Membership:

Ordinary	15
Life	2
Corporate	2

9. UDAIPUR

Office-bearers:

Chairman	Shri Vinay Vyas, I.A.S., Collector & District Magistrate, Udaipur.
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Membership:

Ordinary	16
Life	2
Corporate	1

10. VALLABH VIDYANAGAR

Office-bearers:

Chairman	Shri H. M. Patel, M.P. and Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Honorary Secretary	Dr. Mahesh T. Pathak, Reader in Economics, Sardar Patel University, Vallabh Vidyanagar.

Membership:

Ordinary	43
Life	1
Corporate	1

**AUDITORS REPORT TO THE MEMBERS OF
THE INDIAN INSTITUTE OF PUBLIC
ADMINISTRATION**

We have audited the attached Balance Sheet and Income & Expenditure Account of the Indian Institute of Public Administration as at 31st March, 1971 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view:

- (a) in the case of the Balance Sheet, of the State of affairs of the Institute as at 31st March, 1971; and
- (b) in the case of the Income & Expenditure Account, of the Excess of Expenditure over Income for the year ended on that date.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

APPENDIX
INDIAN INSTITUTE OF PUBLIC

Receipt and Payment Account for the

RECEIPTS		Rs.	Rs.
Opening Balances :			
Cash in Hand		987.24	
State Bank of India, New Delhi :			
In Current Account	2,47,490.21		
In Short Term Deposit Account	<u>2,50,000.00</u>	4,97,490.21	
United Commercial Bank, New Delhi :			
In Savings Fund Account	40,472.00		
In Current Account	<u>60,363.74</u>	1,00,835.74	
First National City Bank, New York :			
In Savings Fund Account	3,59,275.20		
In Current Account	<u>96,702.23</u>	<u>4,55,977.43</u>	10,55,290.62
Part 'A'			
Recurring Grant from the Government of India, and Internal Receipts (Schedule I)			14,11,155.03
Part 'B'			
Funds, Deposits & Advances (Schedule II)			1,66,065.36
Part 'C'			
Grants for Projects etc. (Schedule III)			9,31,320.85
GRAND TOTAL			<u>35,63,831.86</u>

New Delhi
Dated : September 18, 1971

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hon'y. Treasurer

X

ADMINISTRATION, NEW DELHI

Year ended 31st March, 1971

PAYMENTS		Rs.	Rs.
Part 'A'			
Expenditure against Recurring Grant from Government of India and Internal Receipts (Schedule I)			14,11,429.60
Part 'B'			
Payments out of Funds Deposits and Advances (Schedule II)			1,31,580.13
Part 'C'			
Expenditure against Grants for Projects etc. (Schedule III)			11,93,657.10
Closing Balances:			
Cash in Hand		1,003.20	
State Bank of India, New Delhi :			
In Current Account	5,732.53		
In Short Term-Deposit Account	2,00,000.00	2,05,732.53	
United Commercial Bank, New Delhi :			
In Savings Fund Account	1,10,966.80		
In Current Account	37,887.92	1,48,854.72	
First National City Bank, New York :			
In Savings Fund Account	4,65,298.58		
In Current Account	6,276.00	4,71,574.58	8,27,165.03
GRAND TOTAL			35,63,831.86

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

SCHEDULE I OF RECEIPT

Part 'A' Grant from the

RECEIPTS	Rs.	Rs.
Recurring Grant from the Government of India	10,50,000.00	
Less: Instalment of recovery towards grant of Rs. 2,00,000 granted by the Ministry of Finance towards expenditure on the Publication of "Framing of India's Constitution"	50,000.00	
	10,00,000.00	
Special Grant to meet Expenditure on Interim Relief	36,000.00	10,36,000.00
Subscription :		
Life Members	11,185.00	
Ordinary Members	26,759.14	
Associate Members	672.00	
Corporate Members	19,425.00	58,041.14
Sale of Publications :		
Journal & other Periodicals	22,046.63	
Other Publications	24,948.00	46,994.63
Rent Received From :		
Auditorium	14,316.17	
Residential Quarters	18,725.86	
Hostel	1,62,541.79	
Other Rents	10,414.20	2,05,998.02
Miscellaneous Receipts :		
Licence fee from Mess/Canteen Contractor	3,200.00	
Fees from Foreign Scholars	500.00	
Interest on Short Term Deposits	7,890.21	
Miscellaneous Receipts	4,137.11	15,727.32
Sale of Unserviceable Articles of Hostel/Mess and Office equipments		140.00
Royalty		433.13
Recovery of Conveyance Advance		15,639.00
Interest on Conveyance Advances		639.06
Carried Over		13,9,612.30

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

Government and Internal Receipts

PAYMENTS	Rs.	Rs.
Pay & Allowances Units :		
Development Administration	29,801.84	
Citizen Administration	55,269.90	
Planning	33,494.74	
Financial Administration	41,734.95	
O & M	31,043.64	
Science & Government	9,958.73	
Support to Visiting Professors	3,108.51	
Support to Director	16,837.98	
Industrial Administration	24,758.57	
Public Administration including Personnel Administration	35,128.19	
Training Office	42,129.94	
T. A. Units	6,388.39	3,29,655.38
Fellowships :		
Senior Fellows	3,885.15	
Junior Fellows	9,168.53	
Research Scholar	400.00	13,453.68
Essay Prize		2,000.00
Seminars, Conferences & Group Discussions		7,607.16
Foreign Affiliations		14,377.50
Library :		
Pay & Allowances—Library Staff	1,04,368.80	
Books	41,673.86	
Periodicals & Newsletters	20,857.52	
Binding Charges	2,266.60	
Library Equipment	393.95	1,69,560.73
Carried Over		5,38,654.45

PAYMENTS		Rs.	Rs.
Brought Forward			5,36,654.45
Publications :			
Pay & Allowances Journal & Publication Staff		62,556.28	
Periodicals (Journal etc.)		37,835.36	
Other Publications		11,405.51	
Honorarium to Correspondents		5,040.00	1,16,837.15
Promotion of Branches Activities :			
Share of Membership fees to Branches		11,242.75	
Regional Seminars & Conferences		13,200.00	
Research Subventions for Branches		21,000.00	
Contribution to Branches		300.00	45,742.75
Maintenance of Building, Hostel & Garden :			
Pay & Allowances—Maintenance Staff		62,425.33	
Pay & Allowances—Hostel Staff		26,938.43	
Repairs & Maintenance		46,205.46	
Hostel General Charges		8,110.50	
Rent, Rates & Taxes		41,450.90	
Water & Electricity Charges (Net)		55,986.75	2,41,117.37
Gas installation at Hostel/Mess	3,669.26		
Gas installation at Canteen	2,021.18		
Gas installation at Hostel/Mess and Canteen	(—)2,732.56	2,957.88	
Hostel Equipment		3,992.71	6,950.59
Administrative Services :			
Pay & Allowances—Administration		1,59,651.51	
Pay & Allowances—Accounts		48,539.91	2,08,191.42
Contribution to Gratuity Fund			35,000.00
Office Expenses :			
Printing & Stationery		28,814.93	
Postage & Telegrams		30,273.06	
Telephones Charges		31,875.25	90,963.24
Carried Over			12,81,456.97

RECEIPTS	Rs.	Rs.
Brought Forward		14,11,155.03

Note: A sum Rs. 50,000 has been recovered by the Government towards the part refund of the grant of Rs. 2 lakhs given towards the publication of Framing of India's Constitution out of the recurring grant of Rs. 10,50,000. Though there is a net credit of Rs. 69,991.37 out of the sale proceeds the same has not been appropriated to this part of the Receipt and Payment Account since the Institute has not settled all outstanding bills on the said publication. Hence only the net grant has been accounted for.

TOTAL	14,11,155.03
Balance brought forward from previous year	599.93
GRAND TOTAL	14,11,754.96

Certified that out of the grant of Rs. 10,36,000 (net) received from Government of Rs. 10,35,674.64 paise was utilised during the year for the purpose for which it was

Flat No. 3, Thapar House,
124, Janpath, New Delhi.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS	Rs.	Rs.
Brought Forward		12,81,456.97
Services & Supplies :		
Conveyance Charges	7,244.45	
Motor Car Expenses	5,189.91	
Liveries	8,144.87	
Amenities to Staff	1,200.00	21,779.23
Purchase of Furniture & Other Office Equipments :		
Office Equipment	2,426.01	
Furniture & Fixtures	2,747.69	
Auditorium Equipment	1,030.00	6,203.70
Honorarium to Auditors		1,500.00
Contingencies & Miscellaneous :		
Advertisements	4,652.91	
Miscellaneous Expenditure	8,027.93	
Bank Charges	657.31	
Entertainment	4,898.33	
Loss or gain in Exchange	106.46	
Purchase of Books for Review	269.07	18,612.01
Grant of advances for purchase of Conveyance		12,000.00
Meetings T.A.		36,844.13
Overtime—IIPA		2,750.15
C.H.S. Scheme		18,701.00
Pay & Allowance Leave Reserve		11,582.41
TOTAL		14,11,429.60
Balance Carried Over		325.36
GRAND TOTAL		14,11,754.96

of India by the Indian Institute of Public Administration for the year 1970-71, an amount intended as per the above statement, and the note thereon.

D. L. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

SCHEDULE II OF RECEIPT

Part 'B' Funds, Deposits

RECEIPTS	Rs.
Library Deposit	275.00
Festival Advance	931.00
Imprest with Shri Kuldip Singh	100.00
V. K. N. Menon Prize Fund—Interest	136.42
Annual School Prize Fund—Interest	284.58
Gratuity Reserve Fund (Net)	44,295.40
Service Charges	100.00
Imprest with Shri B. Shiva Rao	25.18
Postage Imprest	887.44
Recovery from the Institute of Parliamentary Studies—Advance	4,000.00
Recovery from the Ex.-Engineer, D.M.C.—Advance	1,000.00
Sale Proceeds of Framing of India's Constitution	46,640.34
T.A./D.A. of Shri B. S. Narula Reimbursed by A.R.C.	842.82
Study Team on Machinery for Planning—Reimbursed by A.R.C.	358.00
Income tax deducted at source (recovered)	301.30
Consultancy Fund	59,146.03
Advance to M/s Gulab Rai Parshotam Das Kohli	2,830.35
Suspense Account (General)	3,435.33
Recovery out of Advance from Dr. S. K. Goyal	300.00
Stale Cheque Account	176.17
GRAND TOTAL	1,66,065.36

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

and Advances

PAYMENTS	Rs.
T.A. Advance	2,269.03
Security Deposit from Fellows (Refunded)	6,296.17
Advance to Shri D. D. Malhotra	400.00
Unpaid Salaries	1,558.70
Petty Cash Imprest	392.96
Refund of Security Deposit from Contractors	8,881.25
Amount recoverable from Shri J. N. Khosla	111.60
Expenditure out of Deposit from U.P. Regional Branch	3,000.00
Fixed Deposit with State Bank of India, New Delhi	92,947.00
Expenditure on the Construction of IAMR Building	6,957.60
Expenditure on foreign trainees under Colombo Plan— Reimbursable by the Ministry of Finance	5,866.05
Reimbursable by Ministry of External Affairs	1,383.47
Expenditure on the Publication "Framing of India's Constitution"	1,516.30
GRAND TOTAL	1,31,580.13

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

SCHEDULE III OF RECEIPT

Part 'C' Grants

RECEIPTS	Rs.	Rs.
Ford Foundation Grant III—Interest		3,829.27
Ford Foundation Grant IV—Interest		21,381.23
Ford Foundation Grant—Financial Management Unit		2,73,926.54
Grant from Ministry of Health, F.P. & W.H. & U.D. for the Centre for Training and Research in Municipal Administration	2,46,000.00	
Less: Unspent balance carried over from previous year	4,591.61	2,41,408.31
Subscription to Nagarlok	987.41	
C.M.A. Advertisement Charges	450.00	2,42,845.87
Grant from Ministry of Home Affairs for Executive Development Programmes		1,75,000.00
Grant from Ministry of Home Affairs for Research Project on Policing of Cities in India		10,000.00
Grant from UNICEF for Integrated Services for Youth & Children in Urban Areas		1,00,000.00
Grant from R.P.C. (Planning Commission) for Research Project on Prospective Area of Expansion for Public Sector		8,000.00
Grant from N.B.O. for the Study 'Inventories of Land of Operative Builders in Urban Agglomerations'		6,900.00
Grant from Pay Commission for Pay Research Cell		35,000.00
Fee for Course on Techniques of Managerial and Financial Control		11,750.00
Fees for Special Course in Performance Budgeting		26,700.00
Grant from Bureau of Public Enterprises for Management Development Programme		11,304.27
Receipts from I.C.S.S.R.		4,683.67
Carried Over		9,31,320.85

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

for Projects, etc.

PAYMENTS	Rs.	Rs.
Expenditure met out of Ford Foundation Grant II :		
Panchayati Raj & Community Development		11,540.29
Expenditure met out of Ford Foundation Grant III :		
Study of Hospital Administration	4,865.72	
Case Studies on Administrative Reforms and their Implementation	(—) 4,706.75	
Formulation of Administrative Reforms—the Working of ARC	1,995.80	
Reference and Supporting Staff	520.00	
Administrative Leadership at the Level of Secretary	200.00	
Travel Abroad	1,07,333.70	
Bank Charges	356.47	
Study on State Control of Panchayati Raj Institutions	(—) 8,000.00	1,02,564.94
Expenditure met out of Ford Foundation Grant IV :		
Consultancy Unit Support	1,62,050.49	
Materials Development	17,015.03	
Short Duration Overseas Travel & Study	5,884.07	
Library Books	8,197.12	
Overseas International Conferences	3,516.51	
Bank Charges	167.41	
Graduate Training Abroad	49,193.05	
Expenditure met out of Ford Foundation Special Grant for Financial Management Unit		2,46,023.68
		2,10,765.16
Expenditure met out of the Receipt from American Embassy—Consultancy Assignment		62,458.07
Expenditure on Other Projects :		
Centre for Training and Research in Municipal Administration Grant from Ministry of Health		2,25,020.49
Carried Over		8,58,372.63

RECEIPTS	Rs.	Rs.
Brought Forward		9,31,320.85

GRAND TOTAL

9,31,320.85

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

PAYMENTS	Rs.	Rs.
Brought Forward		8,58,372.63
Training Courses under the Executive Development Programme—Grant from Ministry of Home Affairs		1,65,497.84
Study of Voting Behaviour in India—Grant from R.P.C. Planning Commission		28.12
Courses in Survey Research Methods—Grant from Lucknow, Punjab and Rajasthan Universities		1,795.59
Futuribles		3,000.000
Grant from UNICEF for Integrated Service for Youth & Children in Urban Areas		76,606.31
Course in Management Development Programme		9,857.38
Study of Price Policy & Cost Behaviour in Public Enterprises Grant from R.P.C. Planning Commission		2,850.00
Research Project Inventories of Land of Operative Builders in Urban Agglomerations—Grant from NBO		4,012.94
Survey of Assessment Departments of D.M.C. Grant from Ministry of Home Affairs		40.00
Expenditure met out of the Receipts from Industrial Licensing Enquiry Committee		1,633.68
Research Project on Policing of Cities in India		13,942.84
Ind Special Course on Performance Budgeting		12,145.67
Research Surveys on behalf of I.C.S.S.R.		5,466.66
Pay Research Cell		24,089.05
Research Project—Prospective Area of Expansion for Public Sector		7,587.84
Expenditure on Special Course in Performance Budgeting at Nagaland		74.60
Course on Techniques of Managerial & Financial Control		6,655.95
GRAND TOTAL		11,93,657.10

G. MUKHARJI
Director & Ex-officio Secretary

APPENDIX
INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

<i>As at</i> 31st March, 1970		LIABILITIES	
Rs.		Rs.	Rs.
Grants :			
9,76,203	As per Schedule 'A' attached		6,57,592.20
Funds :			
42,61,446	As per Schedule 'B' attached		43,72,423.61
Deposits :			
49,323	Security Deposits	23,288.99	
	Other Deposits	8,131.95	31,420.94
Liabilities & Provisions :			
1,52,376	As per Schedule 'C' attached		2,56,466.92
7,15,573	Receipt from I.A.M.R. for construction of Building		7,15,572.74
<hr/> 61,54,921		<hr/> 60,33,476.41	
		GRAND TOTAL	

As per our report

Flat No. 3, Thapar House,
124, Janpath, New Delhi.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

ADMINISTRATION, NEW DELHI

31st March, 1971

<i>As at</i> 31st March, 1970		ASSETS	
Rs.		Rs.	Rs.
	Fixed Assets :		
	Gross Block at Cost	55,58,345.91	
36,98,255	Less : Depreciation written off upto date (As per Schedule 'D' attached)	19,63,769.63	35,95,076.28
	Investment at Cost :		
2,500	Shares in IIPA Cooperative Stores Ltd. (Considered doubtful)		2,500.00
	Current Assets, Loans and Advances : (As per Schedule 'E' attached)		
	Interest accrued but not due	5,792.07	
	Stock of Paper & Stationery	42,483.96	
	Sundry Debtors	2,48,508.54	
	Cash and Bank Balance	11,08,629.10	
	Advances Accountable/Recoverable	64,152.19	
15,51,828	Deposits	21,348.78	14,90,914.64
	Expenditure on I.A.M.R. Building :		
	As per last Balance Sheet	7,13,678.97	
	Expenditure during the year	6,348.32	
7,13,679	Less : Amount recovered from Contractors	2,830.35	3,517.97
	Income and Expenditure Account :		
	Excess of Expenditure over Income (As per last account)	1,88,658.97	
1,88,659	Add : Excess of expenditure over income (As per accounts annexed)	39,129.58	2,27,788.55
61,54,921	GRAND TOTAL		60,33,476.41

of even date

ASOKA MEHTA
Chairman

D. L. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'—Forming Part of the Balance Sheet as at 31st March, 1971

Sources	Amount as per Last Account		Receipts/Adjustments during the year		Total		Expenditure during the year		Balance	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Ford Foundation Grant II	13,879.37	—	—	—	13,879.37	—	10,457.23	—	3,422.14	—
Ford Foundation Grant III	1,60,370.75	3,829.27*	—	—	1,64,200.02	—	1,13,143.79	—	51,056.23	—
Ford Foundation Grant IV	5,92,863.67	21,381.23*	—	—	6,14,244.90	—	2,56,850.25	—	3,57,394.65	—
Ford Foundation Special Grant for Financial Management Unit	81,071.14	2,73,926.54	—	—	3,54,997.68	—	2,25,040.39	—	1,29,957.29	—
Futuribles	11,930.94	—	—	—	11,930.94	—	3,000.00	—	8,930.94	—
EROPA Sectt., Manila	4,993.48	—	—	—	4,993.48	—	—	—	4,993.48	—
American Embassy Consultancy Assignment	61,856.91	—	—	—	61,856.91	—	61,856.91	—	—	—
Asia Foundation Guide to Sources of Modern Indian History	4,059.02	—	—	—	4,059.02	—	—	—	4,059.02	—
Grant from UNICEF	—	1,00,000.00	—	—	1,00,000.00	—	86,271.80	—	13,728.20	—
Ministry of Health, F.P. W.H. & U.D. (Deptt. of Health)	4,591.61	2,42,845.87	—	—	2,47,437.48	—	2,25,020.49	—	22,416.99	—
Ministry of Agriculture	1,151.91	—	—	—	1,151.91	—	—	—	1,151.91	—
Grant from Government of India for Survey of the Assessment Department of D.M.C.	1,428.99	—	—	—	1,428.99	—	7,007.10	—	(—) 5,578.11	—
National Building Organisation for the Study "Effect of Rent Control/Decontrol in Delhi"	2,402.28	—	—	—	2,402.28	—	1,705.98	—	696.30	—
Research Programmes Committee, Planning Commission for Study of Voting Behaviour in India	518.61	—	—	—	518.61	—	—	—	153.12	—

Pay Commission for Pay Research Cell
 Ministry of Home Affairs for Executive Development Programme
 Ministry of Home Affairs (for Case Study)
 N.B.O. for the Study on Inventories of Land of Operative Builders in Urban Agglomerations
 R.P.C. Planning Commission for the Study of Price Policy and Cost Behaviour in Public Enterprises
 Receipts from Industrial Licensing Enquiry Committee
 Indian Council of Social Science Research for Research Surveys on their behalf
 Fee for Special Courses in Performance Budgeting
 Ministry of Home Affairs for Research Project on Policing of Cities in India
 R.P.C. (Planning Commission)—Research Project on Prospective Areas of Expansion for Public Sector
 Bureau of Public Enterprises for Management Development Programme
 Fee for Course on Techniques of Managerial & Financial Control

TOTAL

—	35,000.00	35,000.00	27,649.52	7,350.48
13,782.66	1,75,000.00	1,88,782.66	1,70,382.66	18,400.00
7,310.95	—	7,310.95	—	7,310.95
(—) 1,211.67	6,900.00	5,688.33	3,146.22	2,542.11
(—) 1,000.35	—	(—) 1,000.35	150.00	(—) 1,150.35
943.51	—	943.51	943.51	—
4,492.53	4,683.67	9,176.20	4,366.66	4,809.54
10,766.73	26,700.00	37,466.73	11,844.27	25,622.46
—	10,000.00	10,000.00	14,888.70	(—) 4,888.70
—	8,000.00	8,000.00	9,539.76	(—) 1,539.76
—	11,304.27	11,304.27	9,857.38	1,446.89
—	11,750.00	11,750.00	6,655.95	5,094.05
9,76,203.04	9,31,320.85	19,07,523.89	12,49,931.69	6,57,592.20

*Represents accretion of interest.

S. VAIDYANATH AIVAR & CO.
 Chartered Accountants

D. L. MAZUMDAR
 Honr. Treasurer

G. MUKHARJI
 Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B' — Forming Part of the Balance Sheet as at 31st March, 1971

<i>As at 31st March, 1970</i>		RESERVES AND FUNDS	
Rs.		Rs.	Rs.
	Life Membership Capital Fund :		
	As per last Account	37,206.85	
	Add : Life Membership fees received during the year	11,185.00	
		48,391.85	
37,207	Less : Adjusted to Income and Expenditure Account	4,839.19	43,552.66
	Building Fund :		
40,38,713	As per last Account		40,38,713.36
	Gratuity Reserve Fund :		
	As per last Account	1,36,157.51	
	Add : Amount provided during the year	35,000.00	
	Interest received/accrued	9,178.83	
		1,80,336.34	
1,36,158	Less : Payment during the year	900.00	1,79,436.34
	Annual School Prize Fund :		
	As per last Account	4,477.19	
4,477	Add : Interest received/accrued	284.58	4,761.77
	V. K. N. Menon Prize Fund :		
	As per last Account	2,309.53	
2,310	Add : Interest received/accrued	134.54	2,444.07
	Consultancy Fund :		
	As per last Account	42,581.46	
	Additions during the year	57,924.16	
42,581	Interest received/accrued	3,009.79	1,03,515.41
42,61,446	TOTAL		43,72,423.61

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C' —Forming Part of the Balance Sheet as at 31st March, 1971

As at
31st March,
1970

LIABILITIES AND PROVISIONS

Rs.		Rs.	Rs.
1,16,690	For Expenses		1,71,633.85
2,126	Unpaid Salaries		567.10
2,260	Service Charges		2,260.00
3,973	Subscription received in advance		5,369.84
2,459	Stale Cheque Account		2,635.43
—	Suspense Account		4,009.33

Framing of India's Constitution :

	Total Sale Proceeds till date	1,61,744.34	
24,868	Less : Total Expenditure till date	<u>91,752.97</u>	69,991.37

1,52,376

TOTAL

2,56,466.92

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

Schedule 'D'—Forming Part of the Balance

Sl. No.	Particulars	Cost upto 31.3.1970	Additions during the year	Balance Cost
		Rs.	Rs.	Rs.
1.	Lands & Buildings	37,28,165.21	—	37,28,165.21
2.	Furniture & Fixtures	3,48,529.53	2,747.69	3,51,277.22
3.	Library Books	8,80,694.21	42,290.37	9,22,984.58
4.	Office Equipment	1,84,780.47	2,426.01 (—)362.00*	1,86,844.48
5.	Library Equipment	1,10,681.18	393.95	1,11,075.13
6.	Film Projector	71,187.73	—	71,187.73
7.	Air-Conditioning Equipment	76,189.12	—	76,189.12
8.	Stage Equipment	37,604.26	1,030.00	38,634.26
9.	Water Coolers	17,212.89	—	17,212.89
10.	Motor Car	14,712.84	—	14,712.84
11.	O & M Equipment	8,123.50	—	8,123.50
12.	Garden Equipment	1,528.84	—	1,528.84
13.	Sundry Equipment	403.05	—	403.05
14.	Hostel Mess Equipment	12,419.99	3,992.71	16,412.70
15.	Bicycles	1,387.91	—	1,387.91
16.	Library Development	7,016.01	—	7,016.01
17.	Gas Installation at Hostel-Mess and Canteen	2,732.56	2,957.88	5,690.44
	TOTAL	55,03,369.30	55,838.61 (—)362.00	55,58,845.91
	Figures for the previous year	54,03,067	1,00,302	55,03,369

Note 1. The assets purchased out of the grants (other than Recurring Grant) from in the above Schedule since these have been fully charged to the respective grants.

Note 2. For the same reason, stock of publications has not been valued but quantitative

Note 3. *(—) Represents cost of items sold during the year and depreciation written back.

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

ADMINISTRATION, NEW DELHI

Sheet as at 31st March, 1971

Rate	DEPRECIATION			Written down value as at 31.3.1971	Written down value as at 31.3.1970
	Upto 31.3.1970	For the year	Total		
	Rs.	Rs.	Rs.	Rs.	Rs.
2½%	7,49,680.21	74,462.12	8,24,142.33	29,04,022.88	29,78,485
6%	1,58,422.07	11,497.19	1,69,919.26	1,81,357.96	1,90,107
15%	6,00,480.91	44,046.62	6,44,527.53	2,78,457.05	2,80,213
6% & 15%	1,21,373.24 (—) 235.31*	9,223.03	1,30,360.96	56,483.52	63,407
6%	25,846.45	5,094.77	30,941.22	80,133.91	84,835
15%	47,698.53	3,523.38	51,221.91	19,965.82	23,489
15%	43,435.30	4,913.07	48,348.37	27,840.75	32,754
15%	19,804.01	2,695.78	22,499.79	16,134.47	17,800
15%	13,089.59	618.50	13,708.09	3,504.80	4,123
20%	12,326.28	477.31	12,803.59	1,909.25	2,387
15%	6,241.81	282.25	6,524.06	1,599.44	1,882
15%	1,049.82	71.85	1,121.67	407.17	479
6%	194.52	12.51	207.03	196.02	209
6%	989.26	641.09	1,630.35	14,782.35	11,430
15%	767.12	93.12	860.24	527.67	621
15%	3,715.51	495.07	4,210.58	2,805.43	3,301
15%	—	742.65	742.65	4,947.79	2,733
	18,05,114.63 (—) 235.31	1,58,890.31	19,63,769.63	35,95,076.28	36,98,255
	16,43,508	1,61,606	18,05,114	36,98,255	37,59,558

Government of India and Ford Foundation Grant I, II, III, IV & V are not included
The quantity and value records are, however, being kept separately.

records are being kept.

D. I. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E'—Forming Part of the Balance Sheet as at 31st March, 1971

<i>As at 31st March, 1970</i>		CURRENT ASSETS		
Rs.			Rs.	Rs.
3,972	Interest accrued but not due			5,792.07
52,782	Stock of Paper & Stationery (At cost as certified by the Registrar)			42,483.96
	Sundry Debtors :			
	Subscriptions Receivable	72,334.58		
	Bills Receivable	6,650.69		
	Royalty Receivable	13,264.32		
	Tuition Fees Outstanding	270.00		
	Rents Outstanding for Quarters, Hostel & Auditorium	1,55,950.85		
1,84,313	Amount Receivable (employees)	38.10		2,48,508.54
	Cash and Bank Balances :			
	Cash in hand	1,003.20		
	Imprest	411.39		
	Postage Imprest	384.08		
	State Bank of India, New Delhi :			
	In Current Account	5,732.53		
	In Short Term Deposit Account	2,00,000.00	2,05,732.53	
	United Commercial Bank, New Delhi :			
	In Savings Fund Account	1,10,966.80		
	In Current Account	37,887.92	1,48,854.72	
	First National City Bank, New York :			
	In Savings Fund Account	4,65,298.58		
	In Current Account	6,276.00	4,71,574.58	
	In Fixed Deposit Account with United Commercial Bank, New Delhi :			
	For School Prize Fund	4,122.60		
	For V.K.N. Menon Prize Fund	2,000.00		
	For Gratuity Reserve Fund	15,500.00	21,622.60	
2,41,067	Carried Over		8,49,583.10	2,96,784.57

As at
31st March,
1970

CURRENT ASSETS

Rs.	Rs.	Rs.	Rs.
2,41,067	Brought Forward	8,49,583.10	2,96,784.57
	State Bank of India, New Delhi :		
	For Gratuity Reserve Fund	1,61,546.00	
12,44,302	For Consultancy Fund	97,500.00	11,08,629.10
		2,59,046.00	
	Advances Accountable/Recoverable :		
	T. A. Advance	5,427.13	
	Staff advances for purchase of conveyance	22,035.00	
	Amount Reimbursable by the Ministry of Finance	12,103.14	
	Amount Reimbursable by the Ministry of External Affairs	1,383.47	
	Advance for F.F. IV—Library Books	535.35	
	Advance for Expenses	1,811.60	
	Advance Recoverable	27.20	
	Pre-paid Expenses	20,370.00	
44,010	Income tax deducted at source recoverable	459.30	64,152.19
	Deposits		
	Deposit for Electricity	10,220.00	
	O.Y.T. Deposit	8,625.00	
22,449	Other Deposits	2,503.78	21,348.78
15,51,828	TOTAL		14,90,914.64

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

G. MUKHARJI

Director & Ex-officio Secretary

D. L. MAZUMDAR

Hony. Treasurer

APPENDIX
INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account for

<i>Figures for the previous year Rs.</i>	EXPENDITURE	Rs.	Rs.
3,30,381	To Pay & Allowances—Units & Training		
40,083	Office		3,20,824.40
1,918	" Fellowships		11,186.98
	" Essay Prize		2,000.00
4,531	" Seminars, Conferences and Group		
10,557	Discussions		7,816.71
	" Foreign Affiliations		14,377.50
	" Library :		
	Pay & Allowances Library Staff	1,03,323.83	
	Newsletters & Periodicals	21,153.36	
1,24,097	Book Binding Charges	2,508.00	1,26,985.19
	" Publications :		
	Pay & Allowances Journal & Pub- lication Staff	62,523.32	
	Periodicals (Journal etc.)	42,099.99	
	Other Publications	18,122.16	
1,29,251	Honorarium to Correspondents	7,290.00	1,30,035.47
	" Promotion of Branches' Activities :		
	Share of Membership fees to Branches	11,242.75	
	Regional Seminars & Conferences	13,200.00	
	Research Subventions for Branches	21,000.00	
42,250	Contribution to Branches	300.00	45,742.75
	" Maintenance of Building, Hostel & Garden :		
	Pay & Allowances—Maintenance Staff	61,378.73	
	Pay & Allowances—Hostel Staff	27,113.47	
	Repairs & Maintenance	52,469.91	
	Water & Electricity charges (net)	56,005.78	
2,15,995	Rent, Rates and Taxes	41,450.90	2,38,418.79
	" Administrative Services :		
	Pay & Allowances—Administration	1,63,242.79	
1,96,542	Pay & Allowances—Accounts	47,756.09	2,10,998.88
35,000	" Contribution to Gratuity Fund		35,000.00
11,30,605	Carried Over		11,43,386.67

ADMINISTRATION, NEW DELHI

the year ending 31st March, 1971

<i>Figures for the previous year Rs.</i>	INCOME	Rs.	Rs.
	By Subscriptions :		
	Ordinary Members	52,146.47	
	Associate Members	672.00	
	Corporate Members	26,600.00	
65,798	Transfer from Life Membership	4,839.19	84,257.66
	„ Rent Receipts :		
	Hostel	1,93,284.52	
	Residential Quarters	17,328.33	
	Auditorium	14,591.57	
2,01,057	Other Rents	11,947.50	2,37,151.92
	„ Income from Publications :		
	Subscription and Sale of Journal and Other Periodicals	20,838.31	
	Sale of other Publications	24,258.10	
54,432	Royalty on Publications	1,214.10	46,310.51
	„ Miscellaneous Income :		
	Fees from Foreign Scholars	500.00	
	Interest on Short Term Deposits	8,940.86	
	Licence Fee from Hostel Mess & Canteen Contractors	3,301.00	
	Interest on advances (Conveyance)	639.06	
	C. H. S. Recoveries	—	
12,736	Miscellaneous	4,270.42	17,651.34
	„ Recurring Grant from Government of India, Ministry of Finance (Net)	10,00,000.00	
10,50,000	Special Grant to meet expenditure on Interim Relief	36,000.00	10,36,000.00
	„ Grant from Department of Adminis- trative Reforms for Short Term Training and Refresher Courses		—
16,500			
14,00,523	Carried Over		14,21,371.43

Figures for the
previous year
Rs.

EXPENDITURE		Rs.	Rs.
11,30,605	Brought Forward		11,43,386.67
To Office Expenses :			
	Printing & Stationery	28,086.47	
	Postage & Telegrams	30,273.06	
85,630	Telephone Charges	33,611.66	91,971.19
„ Services & Supplies :			
	Liveries	8,144.87	
	Conveyance Charges	7,067.29	
	Motor Car Expenses	5,099.86	
24,334	„ Amenities to Staff	1,200.00	21,512.02
13,560	Contingencies & Miscellaneous		20,041.83
—	„ Loss on Sale of Unserviceable Articles of Office Equipment		120.00
16,140	„ Meetings—Travelling Allowance		36,864.13
11,705	„ Short Term Training and Refresher Courses		—
—	„ Overtime—IIPA		4,469.99
2,185	„ Pay & Allowances—Leave Reserve		11,654.60
—	„ C.H.S.		3,133.00
1,61,606	„ Depreciation		1,58,890.31
14,225	„ Expenditure met out of F.F. II Grant (as per Schedule 'A' attached)		10,457.23
83,505	„ Expenditure met out of F.F. III Grant (as per Schedule 'A' attached)		1,13,143.79
1,94,370	„ Expenditure met out of F.F. IV Grant (as per Schedule 'A' attached)		2,56,850.25
24,005	„ Expenditure met out of the F.F. Grant Financial Management Unit (as per Schedule 'A' attached)		2,25,040.39
17,61,870	GRAND TOTAL		20,97,535.40

Flat No. 3, Thapar House,
124, Janpath, New Delhi.

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

*Figures for the
previous year
Rs.*

INCOME

Rs.

Rs.

14,00,523

Brought Forward

14,21,371.43

By Recovery of Overhead Charges :

	Receipts from the Ministry of Health, F.P., W.H. & U.D.	20,454.11	
	Receipts from Ministry of Home Affairs— C.B.I. for overhead charges	1,267.40	
	Receipts from N.B.O. for overhead charges	1,577.99	
	Receipts from UNICEF for overhead charges	6,961.69	
19,276	„ Receipts on a/c of Management Develop- ment Courses to meet overhead charges	1,281.54	31,542.73
14,225	„ transfer from Ford Foundation Grant II to meet expenditure (as per contra)		10,457.23
83,505	„ Transfer from Ford Foundation Grant III to meet expenditure (as per contra)		1,13,143.79
1,94,370	„ Transfer from Ford Foundation Grant IV to meet expenditure (as per contra)		2,56,850.25
24,005	„ Transfer from Ford Foundation Grant— Financial Management to meet expend- iture (as per contra)		2,25,040.39
25,966	„ Excess of Expenditure over Income carried over to Balance Sheet		39,129.58

17,61,870

GRAND TOTAL

20,97,535.40

D. L. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'—Forming Part of Income & Expenditure Account

	Rs.
Expenditure met out of Ford Foundation Grant II :	
Panchayati Raj & Community Development Research : Project	10,457.23
Expenditure met out of Ford Foundation Grant III :	
Study of Hospital Administration	3,965.72
Study on State Control of Panchayati Raj Institutions (—)	8,000.00
Case Studies (—)	6,195.25
Administrative Leadership at the level of Secretaries	150.00
Formulation of Administrative Reforms—the Working of A.R.C.	1,915.55
Machinery & Procedure for Redressal of Citizen's Grievances :	2,429.60
Reference & Supporting Staff	381.00
Bank Charges	356.47
Travel Abroad	1,18,140.70
TOTAL	1,18,143.79
Expenditure met out of Ford Foundation Grant IV :	
Materials Development	17,653.71
Consultancy Unit Support	1,69,128.35
Training Aids & Office Equipment	—
Bank Charges	167.41
Library Books	11,307.15
Short Duration Overseas Travel & Study	5,884.07
Graduate Training Abroad	49,192.05
Overseas International Conferences	3,516.51
TOTAL	2,56,850.25

	Rs.
F.F. V—Financial Management Unit	2,25,010.24
F.F. V—Conferences & Seminar	30.15

TOTAL

2,25,040.39

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-officio Secretary

APPENDIX
INDIAN INSTITUTE OF PUBLIC
REVISED ESTIMATES FOR 1970-71

Part I—Recurring Grant-In-Aid from the Government of India,

RECEIPTS

	<i>Actuals 1968-69</i>	<i>Actuals 1969-70</i>	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
1. Subscriptions :					
(a) Ordinary Members, including Life Members	30,897	46,576	32,500	30,000	35,000
(b) Associate Members	865	1,440	1,100	1,100	1,200
2. Corporate Members					
State Governments/Universities/and other organisations	24,850	21,775	27,500	25,000	25,000
3. Sale of Journal & other Publications	54,433	54,596	52,000	52,000	55,000
4. Royalties	169	149	3,300	3,300	4,000
5. Rents from Residential Quarters	23,613	24,365	23,000	23,000	25,000
6. Rents from Auditorium	11,132	22,086	12,000	13,000	13,000
7. Rents from Hostel	77,958	1,01,976	1,50,000	1,50,000	1,50,000
8. Other Rents	10,029	16,815	8,000	8,000	8,000
9. Misc. Receipts	10,978	11,843	12,000	13,000	13,000
10. C. H. S.	—	—	—	350	2,050
11. Advance Recoverable (Conveyance Adv.)	4,376	11,163	8,200	14,650	9,000
12. Interest on Conveyance Advance	193	433	100	715	150
13. Receipts from the Ministry of Health, F. P. & U. D. to meet expenditure on overheads of the CMA	17,109	19,276	22,800	22,300	23,070
Carried Over	2,66,602	3,32,493	3,52,500	3,56,415	3,63,470

XIII

ADMINISTRATION, NEW DELHI

AND BUDGET ESTIMATES FOR 1971-72

Ministry of Finance and the Own Resources of the Institute

P A Y M E N T S

<i>Particulars</i>	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
1. Development Administration Unit	39,000	33,760	33,160
2. Citizen Administration Unit	52,500	55,431	58,426
3. Planning Unit	47,580	36,286	36,900
4. Financial Administration Unit	43,400	43,923	48,826
5. O & M Unit	42,300	33,655	41,106
6. Science & Government Unit	23,700	9,995	9,000
7. Administrative Theory & Behaviour Unit including Personnel Adminis- tration Unit	70,400	42,423	78,518
8. Industrial Administration Unit	41,900	22,688	35,660
9. Training Office	47,590	45,626	56,370
10. Travelling Allowance—Units	10,000	7,000	13,000
11. Fellowship	68,800	35,390	3,500
12. Seminars, Conferences, etc.	10,000	10,000	10,000
13. Foreign Affiliations	10,000	13,000	13,000
14. Library	1,81,700	1,61,595	1,92,880
15. Publications	1,67,500	1,70,678	1,55,268
16. Promotion of Branches Activities	40,000	47,000	65,000
17. Maintenance of Building, Hostel, Garden including installations	2,39,410	2,39,547	2,42,560
18. Support to Director	20,950	19,130	21,400
19. Support to Visiting Professor	7,550	2,520	8,340
20. Administrative Services	3,99,080	4,26,373	4,48,580
21. Overtime Allowances	—	5,000	10,000
22. C. G. H. S.	—	20,900	*
23. Leave Reserves	11,600	10,741	13,180
Carried Over	15,74,960	14,92,661	15,94,674

* Stands included under Pay and Allowances against individual units/heads.

RECEIPTS

	<i>Actuals</i> 1968-69	<i>Actuals</i> 1969-70	<i>Budget</i> <i>Estimates</i> 1970-71	<i>Revised</i> <i>Estimates</i> 1970-71	<i>Budget</i> <i>Estimates</i> 1971-72
	Rs.	Rs.	Rs.	Rs.	Rs.
Brought Forward	2,66,602	3,32,493	3,52,500	3,56,415	3,63,470
14. Receipts from the UNICEF to meet expenditure on overheads of UNICEF Project (CMA)	—	—	—	10,000	10,000
15. Receipts on account of Management Development course to meet overheads (from out of grant-in-aid from BPE Consultancy Unit)	—	—	—	1,500	—
16. Recurring grant from the Government of India, Min. of Finance, Deptt. of Expenditure	9,90,000	10,50,000	10,50,000	10,50,000	10,50,000
17. Receipts from the Sale Proceeds from Framing of India's Constitution	—	—	—	50,000	50,000
18. Less: Instalments of recovery towards grant of Rs. 2,00,000 granted by the Min. of Finance towards expenditure on Framing of India's Constitution	—	—	—	(—) 50,000	(—) 50,000
19. Special Grant to meet expenditure on Interim Relief	—	—	—	36,000	37,700
TOTAL	12,56,602	13,82,493	14,02,500	14,53,915	14,61,170
DEFICIT	—	—	1,72,460	38,746	1,33,504
	12,56,602	13,82,493	15,74,960	14,92,661	15,94,674

INDIAN INSTITUTE OF PUBLIC
REVISED ESTIMATES FOR 1970-71

Part II—Grants/Receipts other than

RECEIPTS

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
A. (i) Grant-in-aid from the Training Division of the Ministry of Home Affairs (O. B. Rs. 13,782.66)	2,71,990	2,76,000	3,35,500
(ii) Receipts from the Department of Administrative Reforms for Training & Refresher Courses in Techniques of Administrative Improvement	16,500	16,500	16,500
B. Grant-in-aid from the Ministry of Health, F. P., W. H. & U. D. (Deptt. of Health) (O. B. Rs. 4,591.61)	2,50,802	2,46,000	2,55,270
Less: For Overheads taken as receipt in Part-I	(—) 22,800	(—) 22,300	(—) 23,070
C. Other ad-hoc Grants/Receipts			
(i) Receipt from the Industrial Licensing Committee (O. B. Rs. 943.51)	—	944	—
(iii) Receipts from the Department of Administrative Reforms For Case Studies (O. B. Rs. 7,310.95)	6,311	7,311	—
(iv) Grants from R. P. C. Planning Commission			
(a) For the study Voting Behaviour in India (O. B. Rs. 518.61)	—	519	—
(b) For the study Price Policy & Cost Behaviour [O. B. (—) Rs. 1,000.35]	—	10,075	—
(v) Grants from the National Building Organisation for			
(a) the study 'Effect of Rent Control/Decontrol in Delhi' (O. B. Rs. 2,402.28)	—	2,402	—
Carried Over	5,22,803	5,37,451	5,84,200

ADMINISTRATION, NEW DELHI

AND BUDGET ESTIMATES FOR 1971-72

those shown in Part I

P A Y M E N T S			
	Budget Estimates 1970-71	Revised Estimates 1970-71	Budget Estimates 1971-72
	Rs.	Rs.	Rs.
A. (i) Training Courses under the Executive Development Programme	2,71,990	2,76,000	3,35,500*
(ii) S. T. C. in Techniques of Administrative Improvement	16,500	16,500	16,500
B. Centre for Training & Research in Municipal Administration	2,28,002	2,23,700	2,32,200†
C. Expenditure from ad-hoc Grants/Receipts			
1. Salaries of staff charged to the Receipt from the Industrial Licensing Committee	—	944	—
2. Expenditure to be met out of Receipt from the Department of Administrative Reforms	—	—	—
3. Case Studies	6,311	7,311	—
4. (a) Study of the Voting Behaviour in India	—	519	—
(b) The study 'Price Policy & Cost Behaviour	—	10,075	—
5. (a) Study—Effect of Rent Control/De-control in Delhi	—	2,402	—
(b) Inventories of Land of Operative Builders in Urban Agglomerations	—	5,688	—
6. Survey of the Assessment Deptt. of D.M.C.	—	1,429	—
7. Seminar on Agricultural Administration	—	1,152	—
8. Research work on Behalf of the Indian Council of Social Science Research	—	9,175	—
9. Prospective—A Supplement to I.J.P.A.	—	11,931	—
10. Publication of the study 'Guide to Sources of Modern Indian History'	4,059	4,059	—
11. American Embassy—Consultancy Assignment	—	61,857	—
Carried Over	5,26,862	6,32,742	5,84,200

*For details — Please see Annexure II.

†For details — Please see Annexure III.

RECEIPTS

	Budget Estimates 1970-71	Revised Estimates 1970-71	Budget Estimates 1971-72
	Rs.	Rs.	Rs.
Brought Forward :	5,22,803	5,37,451	5,84,260
(b) the study 'Inventories of Land of Operative Builders in Urban Agglomerations' [O. B. (—) Rs. 1,211.67]	—	5,688	—
(vi) Grant from the Ministry of Home Affairs for the Survey of the Assessment Deptt. of D. M. C. [O.B. Rs. 1,428.99]	—	1,429	—
(vii) Grant from the Department of Agriculture for the Seminar on Agricultural Administration (O. B. Rs. 1,151.91)	—	1,152	—
(viii) Receipts from the Indian Council of Social Sciences Research			
(a) For Dr. H. K. Paranjape (Planning Unit)	—	3,000	—
(b) For Dr. S. K. Goyal (Industrial Unit)	—	2,000	—
(c) For Dr. M. J. K. Thavaraj (Financial Administration Unit) (O. B. Rs. 1,698.71)	—	1,699	—
(d) For Prof. N. Srinivasan (Development Admn. Unit) [O. B. (—) Rs. 816.67]	—	1,866	—
(e) For V. M. Kulkarni (Fellow) (O. B. Rs. 610.49)	—	610	—
(ix) Futuribles (O. B. Rs. 11,930.94)	—	11,931	—
(x) EROPA Secretariat Manila (O. B. Rs. 4,993.48)	—	—	—
Balance available Rs. 4,993.48	—	—	—
(xi) Asia Foundation for the study 'Guide to Sources of Modern Indian History' (O. B. Rs. 4,059.02)	4,059	4,059	—
(xii) Receipt from American Embassy for Consultancy Assignment (O. B. Rs. 61,865.91)	—	61,857	—
Carried Over	5,26,862	6,32,742	5,84,200

PAYMENTS

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Brought Forward	5,26,862	6,32,742	5,84,200
Expenditure out of Ford Foundation			
<i>Grant—II</i>			
Project on Panchayati Raj and Community Development	—	13,879	—
<i>Grant—III</i>			
State Control on Panchayati Raj Institutions	—	(—) 8,000	—
Study on Hospital Administration	—	5,866	—
Machinery & Procedure for Redress of Citizens' Grievances	—	18,500	—
Relations between Specialists & Generalists	—	1,500	—
Case Studies on Administrative Reforms & their implementation	—	(—) 4,707	—
Administrative Leadership at the Level of Secretary	—	200	—
Formulation of Administrative Reforms — the working of A.R.C.	—	4,087	—
Combination of posts of heads of Executive and Administrative Department in H.P.	—	1,500	—
Supporting & Ref. Staff	—	520	—
Recruitment and Promotions in Atomic Energy Commission	—	1,000	—
Travel Abroad	—	1,43,734	—
Total F. F. Grant—III	—	1,64,200	—
Carried Over	5,26,862	8,10,821	5,84,200

RECEIPTS

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Brought Forward	5,26,662	6,32,742	5,84,200
D. Grants from Ford Foundation			
(a) Grant II (O. B. Rs. 13,879.37)	—	13,879	—
(b) Grant III (O. B. Rs. 1,60,370.75)			
Interest on Saving Fund A/c Rs. 3,829.00			
Rs. 1,64,199.75	—	1,64,200	—
(c) Grant IV O. B. Rs. 5,92,864.00			
Anticipated Receipts during 1970-71 Rs. 2,70,000.00			
Rs. 8,62,864.00			
For expenditure in 1970-71 (Rs. 7,40,456.00)			
Balance available for 1971-72 (Rs. 1,22,408.00)	8,74,175	7,40,456	1,22,408 } 6,74,250 }
(d) Grant V (Financial Manage- ment Unit) (O. B. Rs. 81,071.14)	5,77,500	3,24,998	2,51,250
Grant from UNICEF for Integrated Services for Youth & Children in Urban Areas	—	1,00,000	2,43,502
Less: for overhead taken as receipt in Part-I	—	(—) 10,000	—
Grant from Min. of Home Affairs for Research Project on Policing of Cities in India	—	26,040	—
Grant from Pay Commission for Pay Research Cell	—	45,000	—
Carried Over	19,78,537	20,37,315	18,75,610

P A Y M E N T S

<i>Particulars</i>	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Brought Forward	5,26,862	8,10,821	5,84,200
<i>Grant—IV</i>			
Consultancy Unit Support	3,40,300	2,06,581	3,92,408
Materials Development	96,000	96,000	67,500
Books	30,000	30,000	18,750
Training Equipment	50,000	50,000	22,500
Graduate Training	2,14,750	2,14,750	2,73,000
Short Duration Overseas Travel & Study	1,15,500	1,15,500	7,500
Overseas International Conferences	27,625	27,625	15,000
Total F. F. Grant —IV	8,74,175	7,40,456	7,96,658
<i>Grant—V (Financial Management)</i>	5,77,500	3,24,998	2,51,250
Integrated Services for Youth & Children in Urban Areas	—	90,000	2,43,502
Research Project on Policing of Cities in India	—	26,040	—
Pay Research Cell	—	45,000	—
Management Development Course	—	10,500	—
Carried Over	19,78,537	20,47,815	18,75,610

	Budget Estimates 1970-71	Revised Estimates 1970-71	Budget Estimates 1971-72
	Rs.	Rs.	Rs.
Brought Forward	19,78,537	20,37,315	18,75,610
Grant from the Bureau of Public Enterprises for Management Course	—	12,000	—
Less : for overheads taken as receipt in Part-I	—	(—) 1,500	—
TOTAL PART II	19,78,537	20,47,815	18,75,610
TOTAL PART I & II	35,53,497	35,40,476	34,70,284

PAYMENTS

<i>Particulars</i>	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Brought forward	19,78,537	20,47,815	18,75,610

TOTAL PART—II	19,78,537	20,47,815	18,75,610
GRAND TOTAL PART I & II	35,53,497	11,40,476	34,70,284

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

PART III

Programme and Performance

DEVELOPMENT ADMINISTRATION UNIT

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1970-71

Budget Estimate 1970-71

Rs.

39,000

Revised Estimate 1970-71

Rs.

33,760

A. *Research*

1. "The Indian Political System"—this was conceived in 1968 as a study covering a period of 3 years and includes research on the Working of the Indian Parliament, The Indian Federal System and The Party System. The work was continued in 1970-71.
2. "An Annotated Bibliography of Indian State Politics"—this was taken up in 1969-70 and continued in 1970-71.

B. *Publications including Articles*

1. "The Reform of the Structure of Rural Local Government"—paper submitted to the Seminar organised by the National Institute of Community Development, Hyderabad in October 1969—published by the N.I.C.D. in "Local Government Institutions in Rural India", 1970.
2. "The Indian Federal System"—(Studies of some aspects of Union-State Relations in India—book completed—in the process of publication under the title "Federalism and State Autonomy in the Indian Union").
3. "The Indian Political System—the need for new Research Angles"—in cooperation with Prof. V. Subramaniam—July 1970.
4. "The All India Services"—a Review Article published in the Journal of the Indian Law Institute.
5. "Union-State Relations in Agricultural Development"—paper prepared for the National Convention on Centre-State Relations—April 1970.

C. *Seminars and Conferences*

General Rapporteur of the National Convention on Centre-State Relations organised jointly by the Indian Institute of Public Administration, Indian Law Institute and the Institute of Constitutional and Parliamentary Studies in April 1970; Co-Editor of the Volume of papers on Centre-State Relations being published jointly by the sponsoring institutions; Member of the Steering Committee of the National Convention on Centre-State Relations.

D. *Any Other Item of Work or Service*

Delivered lectures at the National Institute of Health Administration, Hansraj College and elsewhere on Concepts of Development Administration, Trends in Indian Politics, etc.

E. *Academic Staff*

- | | |
|--|---|
| 1. Professor | 1 |
| 2. Research Assistant/
Training Associate | 1 |

Programme for 1971-72

Budget Estimate 1971-72

Rs. 33,160

New programme will have to be chalked out by the new incumbent, as the present head of the Unit is relinquishing charge on 1.1.1971. The budget position is for one Professor/Reader and one Training Associate, besides Stenographer and Messenger.

SECTION 2

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED
IN PART II OF THE BUDGET**

Programme and Performance 1970-71

<i>Budget Estimate</i>	<i>Revised Estimate</i>
1970-71	1970-71
Rs.	Rs.
53,700	28,920

A. *Training*

The Unit conducted three courses in Development Administration as under:

- Fifth General Course in Development Administration (July 20 to Aug. 1, 1970)
 - Sixth General Course in Development Administration (Sept. 21 to Oct. 3, 1970)
 - Seventh General Course in Development Administration (Nov. 23 to Dec. 5, 1970)
- The total number of participants in the three courses was 62. The Courses are run as part of the Executive Development Programme financed by the Training Division, Department of Personnel, Cabinet Secretariat.

B. *Support to Course Director (Training)*

There is no Training Associate. The Research Assistant provides the assistance to the Professor.

C. *Other Activities met out of Ad-hoc Grants/Receipts*

(a) *Research*

- "The Indian Voter—a Survey of the General Elections of 1967"—this study was started in 1967. The report was completed in April 1969 and submitted to the Research Programme Committee of the Planning Commission. A grant of Rs. 50,000 was sanctioned by the R.P.C. for this study. The entire amount has already been received by 31st March, 1970. The expenditure to end of 1969-70 was Rs. 49,481. The balance of Rs. 519 is to be spent towards payments for miscellaneous expenditure. The work was done in collaboration with Prof. V. Subramaniam, University of Zambia, Lusaka. The report is getting ready for publication.

(ii) "A Bibliographical Survey of Union-State Relations in India"—this was started in December 1969. The report was submitted to the Indian Council for Social Sciences Research in June 1970. The study is financed out of the grant of Rs. 2,000 received in 1969-70 from the I.C.S.S.R.

(b) *Academic Staff:*

One Professor

Programme for 1971-72

Budget Estimates

1971-72

Rs. 30,200

A. *Training*

Two courses are to be conducted, each of two weeks' duration, on Development Administration. The number of participants expected in each course will be approximately 25-30. The courses are part of the Executive Development Programme financed by the Training Division, Department of Personnel, Cabinet Secretariat.

B. *Academic Staff*

Professor/Reader	1
Research Assistant	1

Citizen Administration Unit

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate</i>	<i>Revised Estimate</i>
1970-71	1970-71
Rs.	Rs.
52,500	55,431

A. *Research*

1. Issues in Administrative Behaviour.
2. Social Policy since Independence.
3. Essays in Social Administration

The above items work on which is continuing, is likely to be completed in 1971-72.

B. *Publications (including Articles)*

1. Social Welfare Organisation in India : Central Institute for Training and Research, in Pub. Coop., May 1970.
2. Democracy—Theory and Practice, *Prasrita*, July-Sept., 1970 (Telugu Quarterly).
3. Settlement of Industrial Disputes. (Indian Labour Economics Conference).
4. Administration of Welfare Programmes for Weaker Sections, I.J.P.A. Special Issue, July-September 1970.

5. Ombudsman Pros and Cons, Nagarlok, Special Issue, December 1970.
6. Housing and Building Bye-Laws (November 1970 for N.B.O. Training Programme for Trainees from EGAFB).
7. Social Policy and Planning Definition and Scope—November 1970.
8. Welfare for Weaker Sections—the Case of Scheduled Castes. N. K. N. Iyengar, November 1970.

C. *Seminars/Conferences*

Participated in Seminars and Conferences organised by the Law Institute, Correctional Bureau, Training Division, Universities of Jamia Millia and Delhi, Institute of Constitutional and Parliamentary Studies, etc.

D. *Any Other Item of Work or Service*

- (a) As Professor-in-charge of Training Office, work relating to finalisation and coordination of training programmes, Meetings of Heads of Units, Receiving Visitors and Visiting Teams, etc.
- (b) Supervising the Research work of three Indian students working for Ph.D. and one Foreign Scholar.

E. *Academic Staff*

Professor	1
Lecturer	1

Programme for 1971-72

Budget Estimates

1971-72

Rs. 58,426

A. *Research*

Vide items 1, 2, 3 of Section I—A of 1970-71

B. *Publications including Articles*

Editing Articles on Social Policy and Administration. Writing a Monograph on Social Change and Administration.

C. *Seminars/Conference*

Nil

D. *Any Other Item of Work or Service*

As in item D of Section I—1970-71

E. *Academic Staff*

Professor	1
Lecturer	1

SECTION 2

PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

Programme and Performance 1970-71

A. *Training*

Two Courses on Social Policy and Administration (November 1970—completed. March 1971—scheduled).

Fifteen participants attended the Course in November, 1970. Twenty-five are expected for the Course in March, 1971. The Courses are part of E.D.P., financed by Training Division, Department of Personnel, Cabinet Secretariat.

<i>Budget Estimate 1970-71 Rs.</i>	<i>Revised Estimate 1970-71 Rs.</i>
34,500	35,091

- | | |
|---|--|
| (i) Number of training courses conducted | Two |
| (ii) Duration of each course | 2 weeks |
| (iii) Average Number of participants in each course | 15 in the first course and 25 expected in the next course. |

B. *Support to Course Director (Training)*

One Training Associate

C. *Other Activities Met out of Ad-hoc Grants/Receipts*

1. Citizen and Municipal Bureaucracy.
2. Property Tax Administration in Delhi.

(These two studies were financed by the Home Ministry and were completed in 1968 and 1969 respectively. Revised in 1970-71 and handed over to Publications Unit.)

Programme for 1971-72

A. *Research*

Only in case any grant is made available, programme for 1971-72 could be worked out.

B. *Training*

Two Courses as in 1970-71 are contemplated of 2 weeks each. Budget position is as under for training.

<i>Budget Estimate 1971-72 Rs.</i>
33,800

PLANNING UNIT

SECTION 1

PROGRAMME MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate 1970-71 Rs.</i>	<i>Revised Estimate 1970-71 Rs.</i>
47,580	36,286

A. *Research*

The work on the completion of the proposed volume on the 'Organisation and functioning of the Planning Commission' is in hand. Work on the writing of the volume started about three months ago. Material collected by the Planning Unit itself from the Planning Commission during the last few years, as also the material received from the Commission in connection with the work relating to the ARC's Study Team on the Machinery for Planning (to which the Unit afforded assistance) is being used in the preparation of the volume. The tentative design of the volume consists of ten chapters and a case study of the formulation of the erstwhile Fourth Plan (1969-74). Of these, first drafts of five chapters and about one-third of the case study are ready. The remaining part of the work is expected largely to be completed by the end of December 1970.

B. *Publications including Articles*

Two pamphlets have already been published in September 1970. These are:

1. The Reorganised Planning Commission—A study in the Implementation of Administrative Reforms; and
2. The Centre-State Relations in Planning (IIPA Reprint).

The proposed volume on the organisation and functioning of the Planning Commission is expected to be ready for publication in the first quarter of 1971.

C. *Seminars*

Nil

D. *Other Work*

Summary of the proceedings of the Annual Conference of the Members of the IIPA held in October, 1969, were prepared and published.

E. *Academic Staff*

Professor	1 (Left in August 1970)
Research Associate	1

Programme for 1971-72

<i>Budget Estimate 1971-72 Rs.</i>
36,900

As the head of the Planning Unit, Dr. H. K. Paranjape, left in August, 1970, to take over as Member of the Monopolies Commission, the Planning Unit's programme for 1971-72 will have to be chalked out by the incoming Head.

Academic Staff

Professor/Reader	1
Research Associate	1

SECTION 2

PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED
IN PART II OF THE BUDGET

Budget Estimate
1970-71

Rs.

Nil

No training or any other programmes are contemplated at present either during the remaining part of 1970-71 or in 1971-72. Programme will have to be chalked out by the successor to Dr. Paranjape as and when he joins.

FINANCIAL MANAGEMENT UNIT

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate</i> 1970-71	<i>Revised Estimate</i> 1970-71
Rs.	Rs.
43,400	43,923

A. *Research*

- (a) Readings in Budgeting and Financial Control.
- (b) Readings in Performance Budgeting.
- (c) Readings in Performance Budgeting for Public Sector Undertakings.

The Project is to compile basic readings on the subject and to bring out a publication to serve as a standard reference book and as a teaching aid for the Courses conducted by the Unit. In view of the great pressure of training work on the Training Associate, work on this could be taken up only in the middle of October 1970. Already some basic material has been collected. If the pressure of work on training eases during the remaining months of 1970-71, it is expected that the manuscripts for publication will be ready by 31st March, 1971.

B. *Publications including Articles*

As above

C. *Conferences/Seminars*

Nil

D. *Any Other Item of Work or Service*

Nil

E. *Academic Staff*

Professor & Head of the Unit	1
Lecturer	1
Statistical Assistant	1 (Transferred to UNICEF Project Oct., 1970)

Programme for 1971-72

Budget Estimates

1971-72

Rs.

48,826

A. *Research*

1. Spillover work, if any, of the three studies mentioned in A under 1970-71.
2. 'System of Accounts and Audit in Goa Administration'—A Case Study.
3. 'System of Financial Administration'—A study with reference to one select Ministry, one attached and one subordinate office under that.

B. *Publications including Articles*

As at A above.

C. *Conferences/Seminars*

Nil.

D. *Any Other Items of Work or Service*

Nil.

E. *Academic Staff*

Same as under E in 1970-71.

SECTION 2

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED
IN PART II OF THE BUDGET**

Programme and Performance 1970-71

<i>Budget Estimate</i>	<i>Revised Estimate</i>
1970-71	1970-71
Rs.	Rs.
76,120	49,781

A. Training

1. Training Courses under the Executive Development Programme (EDP)

Two 3-week Courses on Budgeting and Financial Control and two 2-week courses on Performance Budgeting were planned during the year 1970-71.

Four training courses were conducted by November 1970, as follows :

- the 5th Course on Budgeting and Financial Control (August 3-22, 1970).
- the 7th Course on Performance Budgeting (April 20-30, 1970).
- the 8th Course on Performance Budgeting (September 8-18, 1970).
- the 9th Course on Performance Budgeting (October 26-November 6, 1970).

Note: At the request of the Training Division of the Department of Personnel, Cabinet Secretariat, the ninth Course on Performance Budgeting was conducted in lieu of the Sixth Course on Budgeting and Financial Control, with a view to clearing the backlog of nominations for Performance Budgeting Courses. i

In the four courses, 106 participants were trained.

2. Any other Special Courses

In addition to the above listed courses :

- (a) two special Courses were conducted by the Unit at the H. C. Mathur State Institute of Public Administration, Jaipur, in July 1970 (July 1-3, 1970 and July 13-21, 1970).

Seventyeight participants were trained in the two courses.

- (b) during December 10-22, 1970, a special Course on Performance Budgeting is to be submitted by the Unit at Trivandrum on the invitation of the Government of Kerala.

Sources of Finance : For the Jaipur Course :

F. F. Grant 690-0598.

Trivandrum Course :

The State Government of Kerala.

- (c) First Course on Project Planning and Control.

Duration : One week, in January 1971.

No. of Participants : 25-30.

Source of Financing : This is proposed to be in the E.D.P. series of Training Division, Cabinet Secretariat. The Course is to be negotiated.

- (d) The second special course on Performance Budgeting for Public Sector Undertakings.

Duration : One week, in February, 1971.

No. of Participants—25-30.

Source of Financing : This is proposed to be a paid-course by the participants, as in the case of the First Course of February, 1970.

B. Support to Course Director (Training Courses)

Training Associate

1

(The second Training Associate Shri M. V. Narayana Murthy resigned his post in July 1970).

2. *Other Activities met out of Ad-hoc Grants/Receipts*

- (a) Consultancy services to TAWA — Rs. 1,000 paid to Institute by the M. P. Government.
Project (M. P. Government)
further consultancy services to Tawa — Anticipated.
Project (M. P. Government)

Special Staff

Programme Consultant	1
Technical Associate	1

- (b) *Consultancy Services to Punjab and U. P. Governments on the Introduction of Performance Budgeting in select departments*

The Programme Consultant (Performance Budgeting) rendered Consultancy Services to these Governments on their request to the Unit. Cost on travel is met by the respective Governments. Further Consultancy Services from these and other State Governments anticipated.

- (c) *Seminars and Conferences*

Seminar on Financial Administration for the Legislators of Kerala was held during December 7-9, 1970. Expenditure met by Kerala Government.

3. *Grants from Ford Foundation—690-0598*

- (a) *Research*

- (i) CPWD Study—Draft report is being prepared—to be completed by December 1970.
(ii) I & P Study—Design of study completed—consultations to take place: expected to be completed by January 1971.
(iii) 'Financial Planning and Evaluation of Public Sector Projects' (With reference to Steel Plants in Public Sector)—will be ready, by April 1971.
(iv) "An Analysis of Financial Operations of the S.F.C." will be ready by January 1971.
(v) "Financial Management in the Public Sector Undertakings" will be completed by 30th April, 1970.
(vi) "Working Capital Management in Selected Public Sector Undertakings"—design of study completed—study in progress, expected to be completed by the end of January, 1971.
(vii) Committee on Public Undertakings—in progress, from October 1970.
(viii) Study of four public sector undertakings for installation of performance budgeting—after Cost Accountant joins the Unit.

- (b) *Publications*

- (i) A series of Occasional Lectures on Budgeting is proposed to be published. "Occasional Lectures"... 1 (two lectures of H. E. Prof. G. Heckscher).
Mss. edited and under print.
(ii) The studies listed under research above may be considered for publication.

- (c) *Seminars/Conferences*

Nil

Programme for 1971-72

Budget Estimates

1971-72

69,500

A. *Training*

E. D. P. (Cabinet Secretariat)

1. One course on Budgeting and Financial Control (6th Course),
3-weeks' duration.
25-30 participants.
2. One course on Performance Budgeting (10th Course)
2-weeks' duration.
30-35 participants.
3. Second Course on Project Planning and Control. (subject to successful negotiation, see also 70-71).
1 week duration.
25-30 participants.

Any Other Special Courses

1. Three out-station special courses on Budgeting and Financial Management are proposed as follows:
 - (i) at Goa, for the Goa Administration—May 1971
 - (ii) at Lucknow, for the U.P. Government—August 1971.
 - (iii) at Shillong, combined course for the Government of Assam, Meghalaya and NEFA Administration—November 1971.
Sources of Financing: The Courses will be paid for by the Administration of Goa and NEFA and the State Governments of U. P., Assam and Meghalaya.
2. Special Seminar on Financial Administration for University Teachers—April 1971.
3-weeks' duration.
30-40 participants.
Source of Financing: The Seminar will be paid for by the participants/delegates.

B. *Support to Course Director (Training Courses)*

Training Associate 2

(A substitute in place of Shri M. V. Narayana Murthy who has resigned, will be necessary.)

C. *Research*:

- (i) Spillover of studies in progress mentioned during 1970-71.
- (ii) I & P Studies—6 irrigation and power projects representing different types of managements—expected to be completed by September, 1971.
- (iii) "A study of Performance Budgeting in selected foreign countries".
- (iv) "Ministry of Finance—study of its organisations".
- (v) "Financial Planning and Evaluation of Public Sector Projects"—A study with reference to H. E. C.
- (vi) "A study of the System of Reporting in Selected Public Undertakings".
- (vii) "Study of the Animal Husbandry Department in Punjab/Haryana with a view to the introduction of Performance Budgeting therein."
- (viii) "Studies of PWD in three State Governments.
- (ix) "Study of the system of budgetary control in nationalised undertakings in foreign countries".

D. *Publications including Articles :*

- (i) Spillover of publications listed in (b) for 1970-71 above.
- (ii) Proceedings of conference/seminar listed for 1971-72.
- (iii) Studies listed under research above which may be considered suitable for publication.

E. *Seminars/Conferences :*

- (i) Conference on Performance Budgeting for Engineers/Accountants in C.P.W.D.
Duration 2-days in April—May, 1971.
Participants : Engineers, Accountants from States 30-35 in number.
- (ii) Conference on Performance Budgets for Irrigation and Power Projects.
Duration 2-days in May 1971.
Participants : Engineers and Accountants from Projects, 25-30 in number.

F. *Other Items of Work/Services*

Nil

G. *Academic Staff*

Professor & Head of the Unit	1
Programme Consultants	3
Reader (Economics)	1
Training Associates	2 (One vacant now)
Research Associates	2
Technical Associate	1
Research Officer	1
Cost Accountant	1 (to be filled up).

ORGANIZATION & MANAGEMENT

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate</i>	<i>Revised Estimate</i>
1970-71	1970-71
Rs.	Rs.
42,300	33,655

A. *Research*

(a) published the following papers :

- (i) 'The Indian Bureaucracy: Its Profile, Malady and Cure', *The Indian Journal of Political Science*, July-September 1970, pp. 222-37.
- (ii) 'The Centre State Consultative Machinery in India', *The Indian Journal of Public Administration*, July-September 1970, pp. 430-52.
- (iii) Preparing a paper on 'Pay, Promotion and Morale of Public Services' to be presented at the annual conference of the Indian Public Administration Association likely to be held shortly.
- (iv) 'Municipal Reforms Since Independence', *Nagarlok* (Oct.-Dec. 1970).
- (b) Engaged in a study of *Emerging Role of District Collector in the Administrative System*. Some preliminary work concerning the study has been completed. Field work is yet to commence. This study is likely to extend until the end of 1971-72.

B. *Publications including Articles*

The work on *The Advisory Committees in the Central Government* is ready for submission to the Institute for printing. It would be handed over by December 1970.

C. *Seminars and Conferences*

Nil.

D. *Any other item of Work or Service*

Nil.

E. *Academic Staff:*

Reader	1
Lecturer	1 (Transferred to CMA in Sept. 1970)
Research Assistant	1

Programme for 1971-72

*Budget
Estimate
1971-72
Rs.
41,106*

A. *Research*

Work on *Emerging Role of District Collector in the Administrative System* shall be undertaken and completed by the end of 1971-72.

B. *Publications :*

Nil.

C. *Seminars/Conference :*

Nil.

D. *Any other Item of Work or Service :*

Nil.

E. *Academic Staff*

Reader	1
Lecturer	1
Research Assistant	1

SECTION 2

PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED
IN PART II OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate 1970-71</i>	<i>Revised Estimate 1970-71</i>
Rs.	Rs.
15,600	12,400

A. *Training*

Modern Aids to Management (12-22 October 1970). Twentyseven Officers participated in this programme. The course is met out of grant from Training Division, Department of Personnel, Cabinet Secretariat.

Number of training course conducted	(One) Modern Aids to Management
Duration of each course	10 days
Average No. of participants in each course	27
Total number of participants	270

In addition to the above, there is a proposal to run a course on Techniques of Administrative Improvement by the I.I.P.A. on its own for Government employees of the level of Under Secretaries and Deputy Secretaries, University teachers and persons in public sector undertakings. Duration will be 8 weeks. The Research Council has broadly approved of this programme and preliminary work is on hand. Also, the need for a 3-4 weeks' training course at Public Administration for University teachers is greatly felt. The I.I.P.A. is likely to organise such a programme in May or June 1971, when the educational institutions remain closed. This is also under consideration.

Programme for 1971-72

<i>Budget Estimate 1971-72</i>
Rs.
30,200

A. *Training*

Two courses on 'Modern Aids to Management' of 2 weeks' duration each to be conducted out of grant from Training Division, Department of Personnel, Cabinet Secretariat. See also write up under 1970-71 regarding proposals for additional courses in 1971-72.

B. *Support to Course Director (Training)*

One Research Assistant.

**ADMINISTRATIVE THEORY AND BEHAVIOUR UNIT (INCLUDING
PERSONNEL ADMINISTRATION)**

SECTION 1

PROGRAMMES TO BE MET OUT OF THE RECURRING GRANT
OF THE MINISTRY OF FINANCE AND INSTITUTE'S OWN
RESOURCES SHOWN IN PART I OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate 1970-71</i>	<i>Revised Estimate 1970-71</i>
<i>Rs.</i>	<i>Rs.</i>
70,400	42,423

A. *Research*

Studies in Progress

- Role and working of the Administrative Reforms Commission.
- Development administration; a conceptual framework.

These studies are expected to be completed by the end of March, 1971.

Studies proposed for 1970-71 but yet to be initiated :

- Human Relations in Administration
- Organisation of Civil Services in States.
- Performance Appraisal.

The studies could not so far be initiated as the staff (one Lecturer and one Reader) were diverted to undertake pay research studies for the Third Pay Commission.

B. *Publications, including Articles*

- Pay research studies reports on France and Japan (150 pages in print).
- Administrative leadership at the level of Ministers to the Central Government (study already completed; draft being revised for publication) (150 pages in print).

C. *Any other Item*

Nil

D. *Academic Staff*

Professor	1}	} Engaged in pay research studies.
Reader	1}	
Lecturer	1}	

SECTION 2

PROGRAMMES TO BE MET OUT FROM OTHER GRANTS (A SPECIAL GRANT BY THE MINISTRY OF FINANCE FOR THE WORK OF THE CENTRAL PAY COMMISSION)

<i>Budget Estimate 1970-71</i>	<i>Revised Estimate 1970-71</i>
Rs.	Rs.
47,800	52,798

A. *Training*

Courses already held :

First Course in Personnel Administration (Feb. 20-March 4, 1970).

Courses still to be held :

Second Course in Personnel Administration (26th December, 1970—8th January, 1971).

Third Course in Administrative Behaviour (March 15-27, 1971).

B. *Research*

The Institute has undertaken special pay research studies for the Third Pay Commission. These studies cover 11 countries, namely, USA, UK, France, West Germany, Japan, Canada, Malaysia, Philippines, Kenya and Australia. If the information, which has been promised is forthcoming, Yugoslavia will also be covered. Draft reports of two pay research studies (these for France and Japan) have been handed over to the Third Pay Commission. The issues covered in the Pay Research Studies are as follows :

- the structure and level of emoluments and benefits in different civil service cadres.
- the relationship between pay structure and price level.
- the ratio between lowest and the highest paid emoluments.
- the principles underlying pay fixation, character and level of pensionary benefits.
- the use of position classification and other techniques.
- the promotion prospects.

The studies are undertaken out of the special grant of Rs. 45,000 to be received from Ministry of Finance.

Staff Engaged

Consultant	One	} Diverted from Part I
Reader	One	
Lecturer	One	

SECTION 1

PROGRAMMES TO BE MET OUT OF THE RECURRING GRANT OF THE MINISTRY OF FINANCE AND INSTITUTE'S OWN RESOURCES SHOWN IN PART I OF THE BUDGET

Programme for 1971-72

Budget Estimate
1971-72

Rs.

78,518

A. *Research*

The following studies are proposed for 1971-72 :

- Human Relations in Administration; Bureaucratic Groups;
- Organisation of Civil Services in States;
- Performance Appraisal.

These studies were originally scheduled for 1970-71 but could not be initiated due to transfer of staff to pay research studies undertaken on behalf of the Third Pay Commission.

B. *Publications including Articles*

- (i) Role and Working of the ARC (200 pages).
- (ii) Of the three studies proposed for 1971-72, the report of the two should be available in February, 1972 for publication (about 250 pages in print).

C. *Any other Item*

Nil

D. *Academic Staff*

Professor	1
Reader	1
Lecturer	1

SECTION 2

PROGRAMMES TO BE MET OUT OF OTHER GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

Budget Estimates
1971-72

Rs.

60,400

A. *Training & Seminars*

- One course in Administrative Behaviour on "effective executive" (2 weeks; 25 participants).
- Two courses in Personnel Administration (2 weeks each; 25 participants).

- One exercise in Sensitivity Training (3 days, 10 participants)
- One Seminar on "Behavioural aspects of administrative change" or "civil service commitment". (3 days, 20 participants)

B. Research

A special grant in the field of personnel administration is being negotiated with the Government of India. Pending these negotiations, no proposals for research are made at this stage.

C. Publications

It is proposed to bring out one volume of training material for the Course on Personnel Administration. The volume will include about 20 subjects which are currently included in the syllabus of the Courses on Personnel Administration and Administrative Behaviour. For each of these subjects, there will be a comprehensive document. It will cover the basic concepts, the comparative practice at the Centre and in States in India as well as the comparative practice in selected countries abroad. It is proposed to meet the cost of this subject from the funds for materials development in the Ford Foundation Grant No. 4.

D. Any other Item

Nil.

E. Academic Staff

Administrator: Consultant	1 (To be funded from Ford Foundation Grant No. 4.)
Lecturer/Analyst	1 (Provision for material development)

INDUSTRIAL ADMINISTRATION UNIT

SECTION I

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1970-71

<i>Budget Estimate 1970-71</i>	<i>Revised Estimate 1970-71</i>
Rs.	Rs.
41,900	22,688

A. Research

1. A paper on "Nature of Concentration in India" was prepared and discussed at the Russal Society in a meeting held on April 23 and May 19, 1970.
2. A paper on "The Joint Industrial Sector" was prepared for publication.
3. Papers on Industrial Policy prepared so far are under revision for publication.

B. Publications including Articles

As above under item 2 and 3.

C. Seminars/Conferences

Nil.

D. *Any other Item of Work or Service*

- (i) In the last week of February 1970, the U.P. Government approached the Institute to undertake the "Consultancy Project on Sugar Industries" to help them in choosing principles of compensation after the take over of private sugar mills in the State and to work out the proposals for the future set-up of the sugar industry in U.P. The project was assigned to the Institute. Dr. G. S. Bhalla of the Economics Department of the Punjab University was invited to associate himself with the Consultancy Team. Dr. S. K. Goyal was the Team Leader. The team has spent nearly six weeks at Lucknow. The assignment of the Consultancy Team was over on 1st June, 1970. The U.P. Government has agreed to pay all out-of-pocket expenses to the Institute plus 50 per cent of these expenses for the consultancy services.
- (ii) The Ministry of Industrial Development and Company Affairs has requested Dr. S. K. Goyal to take up a Consultancy project for the Ministry and work out the details of the information system for data maintenance and analysis. Some preliminary work has been undertaken and the necessary planning is in progress.
- (iii) The Ministry of Industrial Development and Company Affairs has appointed Dr. S. K. Goyal as member of the Research Programme Committee of the Ministry. This would keep regular channel of communication with the Ministry for Consultancy and Research Projects.
- (iv) Dr. Goyal was invited by the U.P. Government for discussion on the question of compensation on 23rd August, 1970.

E. *Academic Staff*

Reader	1 (Away on Study Tour for about three months from September, 1970)
Lecturer	1 (Vacant)
Research Assistant	1 (Resigned from 4th June, 1970)

Programme for 1971-72

Budget Estimates

Rs.
35,660

The programme for 1971-72 will have to be worked out on return of the Reader from abroad.

SECTION 2

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS
INCLUDED IN PART II OF THE BUDGET**

Programme and Performance 1970-71

<i>Budget Estimate 1970-71 Rs.</i>	<i>Revised Estimate 1970-71 Rs.</i>
16,600	16,100

A. *Training*

One course of 2 weeks' duration was planned on 'Administration of Regulation & Control of Public and Private Sectors'. However, no course was conducted so far.

B. *Other Activities met out of Specific Grants/Receipts :*

For Research Project of the Indian Council for Social Science Research, a comprehensive bibliography on the subject of Industrial Regulation has been prepared. The survey work is in progress. This project is financed by ICSSR and a sum of Rs. 2,000 has been received on this account. This is a continuing project from 1969-70

Programme for 1971-72

Budget Estimate
1971-72

Rs.

30,200

A. *Research*

The programme for 1971-72 out of specific grants/receipts, if any, is not known at this stage.

B. *Training*

Two courses to be conducted in consultation with Training Division, Department of Personnel, Cabinet Secretariat; Duration 2 weeks each.

CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION

SECTION 2

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS
INCLUDED IN PART II OF THE BUDGET**

Programme and Performance in 1970-71

<i>Budget Estimate</i> 1970-71	<i>Revised Estimate</i> 1970-71
Rs.	Rs.
2,50,802	2,46,000

A. *Research and Study Projects*

(a) *Our Town Series*

1. *Recreational and Educational Facilities in Selected Municipalities*
Completed March, 1970
Published May, 1970
2. *Municipal Taxes and Levies* : to be completed by March, 1971
3. *Organisation of Municipal Government in India* :
A preliminary report on Municipal Corporation is expected by January, 1971.
4. *Munual on Municipal Finance* : to be completed by March, 1971

(b) *State-Municipal Relations* : to be completed by March, 1971

(c) *Inventories of Land in Urban Agglomerations* :

The Project was completed in August, 1970. This will be further revised when the comments from its sponsors (NBO) are available.

(d) *Policing of Cities in India* :

The Project was started in July, 1970 at the instance of the Central Bureau of Investigation, Ministry of Home Affairs. The Project is due to be completed by December, 1971.

(e) *UNICEF Project on "Integrated Services for Children and Youth in the Urban Areas"* :

This is in the nature of a consultancy Project financed by the UNICEF through the Department of Social Welfare, Government of India. The Project started from August, 1970, but the actual work started since October, 1970 when the staff was recruited. The Project will initially continue for a period of one year.

B. *Publications* :

1. Recreational and Educational Facilities in Selected Municipalities—May, 1970.
2. Seminar Proceedings on "Cabinet System in Municipal Government—May, 1970.
3. NAGARLOK—two issues published, two more issues will be published during 1970-71.
4. Seminar Proceedings on "State Machinery for Municipal Supervision"—December, 1970.

C. *Training Programmes*

During 1970-71 the Centre organised four training programmes as follows :

<i>Course</i>	<i>Duration & date</i>	<i>Number of participants</i>
9th General Course in Municipal Administration	6 weeks (July 4—August 14, 1970)	22
1st Specialised Course on Municipal Budgeting	2 weeks (Sept. 7-19, 1970)	17
1st Specialised Course on Work Study in Municipal Administration	4 weeks (Nov. 2-28, 1970)	11
10th General Course in Municipal Administration	6 weeks (January 11-Feb-ruary 20, 1971)	25 (expected)

D. *Seminar/Conferences*

1. Seminar on State Machinery for Municipal Supervision (May 7 and 8, 1970) 31
2. Seminar on Administration of Municipal Lands (December 15 and 16, 1970) 35 (expected)

E. *Academic Staff*

Director & Professor	1
Readers	2
Lecturer	1
Research Assistant	1

One post of Statistician and one post of Lecturer are vacant, but would be filled in by March, 1971.

F. *Source of Financing*

Except for items (d) and (e) under A above, all other items would be financed out of the annual grant from the Ministry of Health, Family Planning, Works, Housing and Urban Development. Deficits under item 3 under B above will also be financed out of a special grant from the above Ministry (partly this is financed out of subscriptions and advertisement receipts).

Programme and Performance in 1971-72

*Budget
Estimate
1971-72
Rs.
2,55,270*

A. *Research and Study Projects*

1. *Organisation of Municipal Government in India :*

The final compilation will be done during the year.

2. *Policing of Cities in India :*

The Project is due to be completed by December, 1971.

3. *UNICEF Project on "Integrated Services for Children and Youth in the Urban Areas :*

The initial part of the project will be completed by July, 1971.

B. *Publications*

1. NAGARLOK—four issues will be brought out during the financial year 1971-72.

C. *Training Programmes*

Training Programmes and schedule for Seminars/Conferences is being worked out. However, it may be assumed that two courses of 6-weeks' duration and two special courses of 2-weeks' duration each will be undertaken in 1971-72. In addition, there may be at least 2 seminars for elected councillors.

CONSULTANCY UNIT

SECTION 2

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS
INCLUDED IN PART II OF THE BUDGET**

FORD FOUNDATION GRANT NO. IV

Programme and Performance 1970-71

<i>Budget Estimate 1970-71 Rs. 3,40,300</i>	<i>Revised Estimate 1970-71 Rs. 2,06,581</i>
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A. *Consultancy Assignments*

(a) *Projects*

1. An Organisational and Management Survey of the Department of Tourism, Government of India, was started in March, 1969. The Department agreed to pay consultancy fee of Rs. 50,000 for this survey. Final report was submitted on 9th July, 1970.

2. A work-study of the Punjab State Electricity Board was started on 1st August, 1969. Consultancy fee of Rs. 4,000 was settled. Final report was submitted on 14th November, 1969.

B. Training

Source of Financing: Entire expenses including 15 per cent overheads on actual expenditure has to be borne by the clients.

	<i>Planned</i>	<i>Actuals so far</i>
(i) No. of Training Courses conducted	3	1
(ii) Duration of each course	1 to 4 weeks	4 weeks
(iii) Average No. of participants in each course	25	27

C. Other items of Work or Service

1. A research project on "Implementation of Development Plans at the District Level —A study of Ahmedabad District" which was earlier taken up by the Consultant, Prof. R. C. Goyal is continuing.
2. *Case Studies:* It is proposed to initiate some case-studies in cooperation and with some financial support from the Bureau of Public Enterprises. Plans are being prepared.
3. *Research Papers & Talks:* A number of talks have been delivered by the consultant, Prof. R. C. Goyal, some of which are mentioned below :
 - (i) At the Institute of Applied Manpower Research on "Planning for Managerial Manpower" in April, 1970.
 - (ii) At the Rajasthan Management Association and the Shriram Centre on the "Changing Pattern of Industrial Relations" in October, 1970.
 - (iii) At the Hyderabad Staff College on the "Power Relations in Industry" in December, 1970.

A number of research papers have also been prepared which have been published in Journals from time to time. One of them "Appreciating Assets" is being published in "Lokudyog".

D. Staff

Senior Consultant	1 (Vacant)
Consultants	2 (1 Vacant)
Sr. Management Analysts	6 (3 Vacant)

Programme for 1971-72

*Budget
Estimates
1971-72*
Rs.
3,92,408

The programme for 1971-72 for Research and Training is being prepared.

In regard to consultancy projects, more than a dozen live proposals with a number of public sector and other undertakings are in various stages of negotiation.

ANNEXURE I

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Development Administration Unit :			
Professor	25,600	23,690	18,700
Training Associate	4,000	—	4,000
Stenographer	6,800	6,850	7,150
Messenger	2,600	2,560	2,650
Interim Relief	—	660	660
TOTAL	39,000	33,760	33,160
Citizen Administration Unit :			
Professor	23,000	24,040	25,500
Lecturer	11,700	11,700	12,300
Training Associate	5,600	5,208	5,750
Stenographer	5,400	6,580	6,800
Typist	3,800	3,790	3,900
Messenger	3,000	3,080	3,150
Interim Relief	—	1,033	1,026
TOTAL	52,500	55,431	58,426
Planning Unit :			
Professor	27,000	11,020	18,700
Research Officer/Lecturer	11,200	14,630	7,800
Training Associate	—	—	—
Stenographer	6,850	4,244	6,300
Typist	—	2,412	—
Messenger	2,530	2,660	2,600
Interim Relief	—	1,320	1,500
TOTAL	47,580	36,286	36,900

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Financial Administration Unit :			
Professor	19,000	21,080	22,500
Lecturer	11,100	11,110	11,800
Training Associate	—	—	—
Training Associate	—	—	—
Statistical Assistant	6,600	4,900	6,800
Steno-Typist	4,000	3,750	4,300
Messenger	2,700	2,180	2,400
Interim Relief	—	903	1,026
TOTAL	<u>43,400</u>	<u>43,923</u>	<u>48,826</u>
O & M Unit :			
Reader	16,700	16,400	17,100
Lecturer	11,400	7,608	10,900
Stenographer	4,700	4,420	4,900
Research Assistant	5,700	3,500	5,000
Training Associate	1,000	—	—
Messenger	2,800	1,130	2,600
Interim Relief	—	597	606
TOTAL	<u>42,300</u>	<u>33,655</u>	<u>41,106</u>
Science & Government Unit :			
Lecturer	12,500	9,280	9,000
Research Assistant	4,450	—	—
Typist	3,850	290	—
Messenger	2,900	360	—
Interim Relief	—	65	—
TOTAL	<u>23,700</u>	<u>9,995</u>	<u>9,000</u>

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Administrative Theory and Behaviour including Personnel Administration Unit			
Professor	22,900	25,400	25,100
Reader	18,600	3,100	18,600
Lecturer	11,500	1,787	12,600
Training Associate	—	2,000	4,000
Stenotypist/Stenographers (2)	12,600	7,110	12,400
Messengers (2)	4,800	2,420	5,200
Interim Relief	—	606	618
TOTAL	70,400	42,423	78,518
Industrial Administration Unit :			
Reader	16,700	16,400	17,100
Lecturer	11,100	1,790	11,100
Stenotypist/Stenographer	6,300	1,910	4,500
Messenger	2,400	1,090	2,600
Research Assistant	5,400	1,318	—
Interim Relief	—	180	360
TOTAL	41,900	22,688	35,660
Training Office :			
Superintendent	9,950	9,850	10,500
Technical Assistant	7,400	7,380	7,500
Junior Assistant/Assistant	5,800	2,450	6,300
U. G. C.	—	860	3,700
Typists (3)	11,800	11,540	12,000
Daftry	2,750	2,960	3,200
Gestetner Operator	3,300	1,920	3,100
Messenger (3)	6,590	5,980	6,800
Interim Relief	—	2,686	3,270
TOTAL	47,590	45,626	56,370

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Travelling Allowance Units :			
	10,000	7,000	13,000
Fellowship :			
(a) Senior (3)	35,500	13,100	—
(b) Junior (5)	30,300	19,290	—
(c) Essay Prize	3,000	3,000	3,500
TOTAL	<u>68,800</u>	<u>35,390</u>	<u>3,500</u>
Seminar, Conferences, and Group Discussions, (including honorarium to Reporters)	10,000	10,000	10,000
Foreign Affiliations	10,000	13,000	13,000
Library :			
(a) <i>Pay and Allowance</i>			
(i) Library staff	1,07,850	93,410	1,11,300
(ii) Medical Charges	2,050	1,410	3,000
(iii) Employers' contribution to C.P. Fund	6,800	5,270	6,800
(iv) Interim Relief	—	6,505	6,780
TOTAL	<u>1,16,700</u>	<u>1,06,595</u>	<u>1,27,880</u>
(b) <i>Books etc.</i>			
(i) Library Books	30,000	26,000	30,000
(ii) Periodicals	30,000	28,000	30,000
(iii) Equipment	5,000	1,000	5,000
TOTAL	<u>65,000</u>	<u>55,000</u>	<u>65,000</u>
TOTAL (a+b)	<u>1,81,700</u>	<u>1,61,595</u>	<u>1,92,880</u>
Publications :			
(a) <i>Pay & Allowances</i>			
(i) Journal and Publication staff	53,100	54,910	56,300
(ii) Medical charges	1,000	1,000	1,700
(iii) Employers' contribution to C.P. Fund	3,000	3,120	3,500
(iv) Interim Relief	—	3,748	3,768
TOTAL	<u>57,100</u>	<u>62,778</u>	<u>65,268</u>

	Budget Estimates 1970-71	Revised Estimates 1970-71	Budget Estimates 1971-72
	Rs.	Rs.	Rs.
(b) Publications :			
(i) Periodicals	56,000	48,700	56,000
(ii) Other Publications	45,000	35,200	20,000
(iii) Framing of India's Constitution	—	15,000	5,000
(iv) Honorarium to Reporters	9,000	9,000	9,000
TOTAL	1,10,400	1,07,900	90,000
TOTAL (a + b)	1,67,500	1,70,678	1,55,268

Promotion of Branches' Activities :

(a) Share of Membership Fee to Branches	10,000	12,000	10,000
(b) Regional Seminars & Conferences	12,000	15,000	25,000
(c) Research Subventions for Branches	18,000	20,000	30,000
TOTAL	40,000	47,000	65,000

Maintenance of Building Hostel and Garden including Installations :

(a) Pay & Allowances			
(i) Maintenance Staff	50,760	53,500	55,700
(ii) Medical Charges	1,510	1,450	2,700
(iii) Leave Salary and Pension Contribution	1,000	1,020	1,000
(iv) Employers' contribution to C.P. Fund	2,450	2,720	2,800
(v) Interim Relief	—	4,897	5,160
TOTAL (a)	55,720	63,587	67,360
(b) Hostel			
(i) Pay and Allowances Hostel Staff	22,000	21,830	22,000
(ii) Medical Charges	670	655	1,400
(iii) Employers' Contribution to C.P. Fund	1,020	1,020	1,100
(iv) Interim Relief	—	2,455	2,700
TOTAL (b)	23,690	25,960	27,200

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
(c) Repairs and Maintenance	80,000	70,000	50,000
(d) Rent, Rates & Taxes	35,000	35,000	42,000
(e) Water & Electricity Charges	45,000	45,000	56,000
TOTAL (c to e)	1,60,000	1,50,000	1,48,000
TOTAL (a to e)	2,39,410	2,39,547	2,42,560

Support to Visiting Professor :

Stenographer	6,100	1,830	6,200
Messenger	1,450	690	1,600
Interim Relief	—	—	540
TOTAL	7,550	2,520	8,340

Support to Director :

Secretary to Director	16,500	14,390	16,500
Steno-typist	4,450	4,440	4,600
Interim Relief	—	300	300
TOTAL	20,950	19,130	21,400

**Administrative Services including
service to Members and such items
as are common :**

(a) Administration :

(i) Pay and Allowances	1,59,900	1,42,530	1,75,200
(ii) Medical Charges	2,600	2,270	3,400
(iii) Employers' Contribution to C.P. Fund	10,780	9,140	10,900
(iv) Travelling Allowance	2,000	2,000	2,000
(v) Leave Salary & Pension contributions	3,600	—	3,600
(vi) Interim Relief	—	6,407	6,420
TOTAL	1,78,880	1,62,347	2,01,520

	Budget Estimates 1970-71	Revised Estimates 1970-71	Budget Estimates 1971-72
	Rs.	Rs.	Rs.
<i>(b) Accounts</i>			
(i) Pay and Allowances	44,600	42,100	42,000
(ii) Medical Charges	400	500	1,100
(iii) Employers' Contribution to C.P. Fund	1,100	1,410	1,900
(iv) Leave Salary & Pension Contributions	3,600	2,040	1,000
(v) Interim Relief	—	2,476	2,460
TOTAL	49,700	48,526	48,460
<i>(c) Gratuity</i>	35,000	35,000	15,000
<i>(d) (i) Office Expenses</i>	65,000	75,000	92,000
(ii) Services and Supplies	13,500	16,000	21,400
(a) Purchase of Furniture & Other office equipments	20,000	15,000	10,000
(b) Honorarium to Auditors	1,500	1,500	1,500
(iii) Miscellaneous	13,500	16,000	14,500
TOTAL	1,13,500	1,23,500	1,39,600
<i>(e) Meeting TA</i>	15,000	45,000	35,000
<i>(f) Advance Recoverable (Conveyance advance)</i>	7,000	12,000	9,000
TOTAL (a) to (f)	3,99,080	4,26,373	4,48,580
Overtime Allowance	—	5,000	10,000
C.G.H. S. Scheme	—	20,900	(Stands included under Pay & Allowance against individual Units/Heads)
Leave Reserves :			
(2 L.G.Cs. & 2 Messengers)			
(i) Pay and Allowances	11,600	9,660	12,100
(ii) Interim Relief	—	1,081	1,080
TOTAL	11,600	10,741	13,180
GRAND TOTAL	15,74,960	14,92,661	15,94,674

ANNEXURE II

DETAILS OF EXPENDITURE ON THE VARIOUS COURSES UNDER THE EXECUTIVE DEVELOPMENT PROGRAMMES

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Development Administration Unit :			
Training Associate	8,000	5,116	8,000
Travel	4,000	3,880	3,000
Guest Speakers	4,000	3,900	4,000
Stationery, Contingencies & Miscellaneous	4,000	5,326	4,000
Boarding & Lodging	15,800	10,698	11,200
TOTAL	<u>35,800</u>	<u>28,920</u>	<u>30,200</u>
Citizen Administration Unit :			
Training Associate	11,300	12,890	11,600
Travel	4,000	3,000	3,000
Guest Speakers	4,000	4,000	4,000
Stationery, Contingencies & Miscellaneous	4,120	4,000	4,000
Boarding & Lodging	11,200	11,200	11,200
TOTAL	<u>34,620</u>	<u>35,090</u>	<u>33,800</u>
Planning Unit :			
Training Associate	5,600	72	—
Training Associate	—	—	—
Travel	6,000	—	—
Stationery, Contingencies & Miscellaneous	2,200	—	—
Guest Speakers	2,500	—	—
Boarding & Lodging	8,000	—	—
TOTAL	<u>24,300</u>	<u>72</u>	<u>—</u>

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Financial Administration Unit :			
Training Associate	6,000	18,478	22,000
Training Associate	16,320	—	—
Travel	7,000	2,838	7,000
Guest Speakers	8,000	5,450	8,000
Stationery, Contingencies & Miscellaneous	7,000	8,543	7,000
Boarding & Lodging	31,800	14,473	25,500
TOTAL	76,120	49,782	69,500
O & M Unit :			
Training Associate	4,000	2,000	8,000
Travel	2,000	2,000	3,000
Guest Speakers	2,000	2,000	4,000
Stationery, Contingencies & Miscellaneous	1,500	1,500	4,000
Boarding & Lodging	5,600	4,900	11,200
TOTAL	15,100	12,400	30,200
Administrative Theory and Behaviour including Personnel Administration :			
Training Associate	8,000	16,573	16,000
Travel	3,250	5,500	6,000
Guest Speakers	3,250	6,000	8,000
Stationery, Contingencies & Miscellaneous	3,245	7,024	8,000
Boarding & Lodging	8,105	17,700	22,400
TOTAL	25,850	52,797	60,400
Courses for Training & Trainers :			
Training Associate	—	—	8,000
Travel	4,000	4,000	4,000
Guest Speakers	3,000	3,000	3,000
Stationery, Contingencies & Miscellaneous	3,000	4,100	3,000
Boarding & Lodging	7,400	6,600	6,800
TOTAL	17,400	17,700	24,800

	<i>Budget Estimates 1970-71</i>	<i>Revised Estimates 1970-71</i>	<i>Budget Estimates 1971-72</i>
	Rs.	Rs.	Rs.
Courses in Materials Planning			
Training Associate	—	9,327	8,000
Travel	2,000	2,000	2,000
Guest Speakers	3,000	3,000	3,000
Stationery, Contingencies & Miscellaneous	3,000	3,996	2,400
Boarding & Lodging	7,400	7,160	6,800
TOTAL	15,400	25,483	22,200
Preparation of Indigenous Training Materials	12,000	12,000	12,000
Conference on Training	—	—	—
Course in Project Formulation			
Training Associate	—	10,611	8,000
Travel	2,000	2,000	2,000
Guest Speakers	3,000	3,000	3,000
Stationery, Contingencies & Miscellaneous	3,000	3,269	2,400
Boarding & Lodging	7,400	6,220	6,800
TOTAL	15,400	25,100	22,200
Course in Administration of Regulation & Control of Public and Private Sectors			
Training Associate	—	5,000	8,000
Travel	—	1,500	3,000
Guest Speakers	—	2,000	4,000
Stationery, Contingencies & Miscellaneous	—	2,000	4,000
Boarding & Lodging	—	5,600	11,200
TOTAL	—	16,100	30,200
Conference on Training	—	190	—
GRAND TOTAL	2,71,990	2,75,634	3,35,500

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION

Revised Budget Estimates for 1970-71

Sl. No.	Amount	Sl. No.	Particulars	Budget Estimates 1970-71	Actual expen- diture for the period from 1.4.1970 to 31.8.1970	Estimated expenditure for the period from 1.9.1970 to 31.3.1971	Revised Budget
	Rs.			Rs.	Rs.	Rs.	
1.	Expected grant-in-aid from the Ministry of Health, F.P., W.H. & U.D.		1. Pay and Allowances	1,40,002	59,696.24	75,303.76	1,35,500
	2,45,300		2. Library Books	15,000	1,391.47	10,008.53	12,000
	--		3. Furniture, Fixtures and office equipment	5,000	1,811.70	6,188.30	8,000
2.	Advt. in Nagarlok		4. Travelling Expenses	8,000	3,481.80	4,518.42	8,000
3.	Subscription	700	5. Printing & Stationery (including publication of municipal journal)	25,000	5,131.58	19,868.20	25,000
			6. Contingencies (entertainment, medical expenses, conveyance to staff members and other miscellaneous expenses)	6,000	1,789.27	4,210.73	6,000
			7. Provident Fund Contribution	3,000	—	3,000.00	3,000
			8. Training Courses, Conferences and Seminars (honorarium to speakers, papers, writers, etc.)	6,000	1,237.50	4,762.50	6,000
			9. Collection and preparation of material	20,000	9,932.50	10,067.50	20,000
			10. Overhead charges 10%	22,800	—	—	22,300
				2,50,802	84,472.06	1,36,527.94	2,45,300
			Excess of income over expenditure				700
Total	2,46,000						2,46,000

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION

Budget Estimates for 1971-72

R E C E I P T S

Sl. No.	Amount	Receipts Subscription	Sl. No.	Particulars	Rs.
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Sl. No.	Amount	Receipts Subscription	Sl. No.	Particulars	Rs.
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1.	Expected grant-in-aid from the Ministry of Health, F.P., W.H. & U.D.	2,53,770	(a)	Subscription for Nagarlok	1,500
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			(b)	Library Staff (as per statement attached)	9,232
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			(c)	Administrative Staff (as per attached)	36,583
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2.	Advertisement in Nagarlok	—	2.	Library Books	15,000
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			3.	Furniture, Fixture and Office Equipment	8,000
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3.	Subscription	1,500	4.	Travelling Expenses	8,000
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			5.	Printing and Stationery (including publication of Municipal Journal)	25,000
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			6.	Contingencies (entertainment, medical expenses, conveyance to staff members and other miscellaneous expenses)	6,000
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			7.	Provident Fund Contribution to IIPA, CPF	3,500
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			8.	Training Courses, Conferences and Seminars (Honorarium to speakers, writers of Papers)	6,000
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			9.	Collection and Preparation of teaching material	20,000
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					2,30,700
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			10.	Overhead charges 10% for general services: maintenance of building, water, and electricity charges, telephones, postage and telegrams, rent, rates and taxes, etc.	23,070
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					2,53,770
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					1,500
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					2,55,270
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